

Snohomish County Continuum of Care
Youth Homelessness Demonstration Program
Coordinated Community Plan



***“Thriving Youth & Young
Adults, Thriving Community”***
-Our Community’s Vision

YAC developed, one fingerprint at a time
- AR

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INTRODUCTION & LOCAL CONTEXT

The Everett/Snohomish County Continuum of Care (CoC) was selected by the U.S. Department of Housing and Urban Development (HUD) as one of eleven Youth Homelessness Demonstration Program (YHDP) communities across the country, and awarded \$2.3M for the purpose of creating innovative projects to effectively prevent and end youth and young adult homelessness. We understand the needs of youth and young adults experiencing homelessness are varied and unique, and will require a range of interventions and solutions. The Snohomish County Coordinated Community Plan (CCP) addresses those unique factors impacting youth and young adults at-risk of or currently experiencing homelessness in our community.

An important aspect of this plan is the inclusion of the youth and young adult (YYA) voice in this work. We recognize we are only beginning the journey, and still have a long way to go, but authentic YYA collaboration is a key pillar of this work. It is critical that YYA are equal partners in this planning process. We will continue to strive to have those with lived experience side by side with us at the table as we undertake this important work.

One relevant example of “youth voice” that has been incorporated throughout the CCP is the use of “youth and young adults”. While HUD’s YHDP grant uses the term “youth” to refer to all those aged 24 and younger, we will distinguish between youth and young adults in our Coordinated Community Plan, and youth and young adults will be referred to as “YYA.” We recognize that experiences for minors differ from those of young adults aged 18-24 and the Youth Action Committee (YAC) felt “youth” did not adequately portray the inclusion of “young adults” in this work.

LOCAL CONTEXT

For more than 20 years, the Snohomish County Human Services Department (HSD) and Everett/Snohomish County Continuum of Care (CoC) planning body/Board, known locally as the Partnership to End Homelessness (PEH) have led a coordinated effort to prevent and end homelessness in Snohomish County. In recent years, the HSD and the PEH have partnered with local agencies to implement system transformations that focus on the most effective and efficient interventions for quickly moving individuals and families experiencing homelessness into permanent housing.

In 2017, the Everett/Snohomish County CoC adopted the Homeless Prevention & Response System Strategic Plan for Snohomish County. The purpose of the Strategic Plan is to enhance our community’s response to preventing and ending homelessness, so that:

- The homeless housing and service system **rapidly responds** to people in need by prioritizing the most vulnerable and provides **equitable access** to safe, stable, and affordable housing;
- The homeless housing and service system utilizes **evidence-based practices to effectively and efficiently** assist people in crisis; and
- There is an **integrated, cross-system approach** that prevents and ends homelessness in Snohomish County.

Snohomish County will build on successful innovative practices that have transformed the CoC homeless response system, to further transform the homeless YYA response under the YHDP.

Our CCP incorporates the United States Interagency Council on Homelessness' (USICH) four core outcomes to prevent and end YHA homelessness by:

1. Creating access to stable housing,
2. Creating avenues of employment and education,
3. Providing permanent connections, and
4. Offering interventions to promote social and emotional well-being.

In addition, the goals for our Plan align with the USICH Criteria and Benchmarks for Achieving the Goal of Ending Youth Homelessness. Through this CCP we seek to ensure our system incorporates the following key principles:

- Meeting the needs of special populations
- Incorporating Positive YHA Development, Trauma-Informed Care, and Family Engagement practices into the system
- Ensuring immediate access to housing with no preconditions
- Including YHA choice in all aspects of the system
- Ensuring YHA will have access to individualized, tailored housing and supportive services that meet their needs
- Supporting social and community integration, and
- Ensuring a YHA appropriate coordinated entry system

DEFINING OUR POPULATION FOCUS

Departments and agencies across the federal government and other partners often have different definitions for what constitutes homelessness, which can affect funding. For purposes of our CCP, we are defining youth and young adult homelessness as a youth or young adult aged 24 or younger, who is not accompanied by a parent, guardian, or spouse over 24, and who is in one or more of the following situations:

- Literally homeless, sleeping in an emergency shelter, other temporary programs, or living in places not meant for regular human habitation, such as outside, in cars, tents, or abandoned buildings
- Fleeing or attempting to flee violence (including physical, sexual, emotional/psychological, and neglect¹)
- "Doubled up" or "couch surfing" who are unsafe and at-risk of homelessness. This includes YHA who may lose their housing in a matter of days due to eviction or being "kicked out" by family or friends, or who move from one couch to the next
- Generally at-risk, which includes those experiencing or likely to experience some form of housing instability due to circumstances, such as family problems, unemployment or lack of sufficient income, substance use, criminal history, exiting institutions, or YHA who are running away. This also includes potentially vulnerable populations such as YHA who are LGBTQIA, involved with juvenile justice/jail or foster care, or those who are victims of sexual trafficking and exploitation

¹ Those people legally required (mandated reporters), who have a reasonable cause to believe a child (youth under the age of 18) has suffered abuse or neglect are required by RCW 26.44.030 to report such incidents. For all others, who believe that a child has suffered abuse or neglect should report such incidents. It is important to understand the mandatory reporting laws for child abuse and neglect; more detailed information, including a list of identified mandatory reporters, can be found here: <https://www.atg.wa.gov/child-abuse-neglect>

As mentioned earlier, youth and young adults will be referred to as YYA*. More specifically:

Youth = Minors under the age of 18

Young Adults = Young Adults, ages 18-24 (under 25)

*This also includes YYA who are pregnant and/or caring for one or more children, including the care of minor siblings.

However, it is also important to note that throughout our CCP we will reference other definitions of homelessness depending on the relevant data or funding sources. The following outlines the additional homeless definitions which are referenced in our CCP:

Point in Time (PIT) count: The HUD CoC homeless definition including categories of homelessness outlined in Appendix A: The PIT count specifically captures individuals in category 1.

Housing Management and Information System (HMIS): The HUD CoC homeless definition including categories of homelessness outlined in Appendix A. HMIS specifically captures individuals in categories 1 and 2.

YHDP Funding: The HUD CoC homeless definition including categories of homelessness outlined in Appendix A. YHDP funding will include individuals in categories 1, 2, and 4.

School Data: The Department of Education's McKinney-Vento Homeless Assistance defines homeless as individuals who lack a fixed, regular, and adequate nighttime residence and includes five categories of homelessness outlined in Appendix A.

STATEMENT OF NEED

Snohomish County's Coordinated Community Plan to prevent and end YYA homelessness is driven by quantitative and qualitative data. Delving into the scope of the unique issues our community faces and the impacts they have on our YYA who are at-risk of or experiencing homelessness will aid in directing our efforts to successfully meet the needs of our YYA population.

Use of best available data is critical for understanding the changing needs among YYA experiencing homelessness, and we acknowledge that data collected through more traditional methods may have limitations. The Point in Time (PIT) count and Housing Management and Information System (HMIS), which includes coordinated entry data, do not always provide a comprehensive picture of the circumstances of those who are at-risk of or experiencing homelessness, especially when they encounter barriers to accessing services.

UNDERSTANDING YYA HOMELESSNESS IN SNOHOMISH COUNTY

In order to guide YYA toward a path of trauma-informed and restorative care through stable housing and supportive services, we recognize the importance of assessing Snohomish County's diverse YYA population and their unique risk factors that contribute to homelessness. By analyzing local data, surveys, and reports we have been able to narrow our focus on the most vulnerable subpopulations at-risk of or experiencing homelessness. As a data-informed community, we utilize data to support our direction, while being mindful that not every voice is captured. Therefore, we aim to meet the needs of all YYA who are at-risk of or experiencing homelessness by tailoring individual services to address housing, education, and employment needs. We also identified that YYA especially need care to protect and restore their social and emotional well-being.

Our community's YYA are especially vulnerable for being at-risk of or experiencing homelessness if they are unaccompanied youth, pregnant or parenting, of color, LGBTQIA², struggling with disabilities, involved with juvenile justice/jail or foster care, and victims of sexual trafficking and exploitation. We recognize that there is an even higher risk associated with YYA who experience a combination of these circumstances. The following represents the best available data that was used to capture the impact of homelessness which these vulnerable YYA are exposed to. Depending on the sources of our data, definitions of homelessness and the year or time periods used may vary and create discrepancies in our numbers. Moving forward, our community strives to make improvements to our data collection systems and cross-agency sharing in order to better assess the needs of YYA.

During calendar year 2017 (CY2017), YYA experiencing homelessness accounted for about **12.5%** of all households active in all HMIS projects. Over half of these households were unaccompanied YYA, including **279** unaccompanied youth. The following are notable findings from HMIS CY2017:

² HMIS does not have data for intersex (I) or asexual (A) orientation. However we will refer to LGBTQIA (Lesbian, Gay, Bisexual, Transgender, Queer or Questioning, Intersex, and Asexual) in our CCP for strategies going forward with that population

Unaccompanied Youth

- Over **95%** of the youth served within the homeless housing system are unaccompanied. In comparison to non-YA households, unaccompanied youth report having at least one disabling condition at a slightly higher rate of **55.9%**, compared to **51.3%** for non-YA. Furthermore, **38%** of unaccompanied youth reported having a single disabling condition and **8%** reported having co/tri-morbid disabling conditions.
- While unaccompanied youth spent an average of **46 days** in temporary housing, such as shelter or transitional housing, the longest time spent for non-Latinx³ youth of color was **53.1 days**, and LGBTQ youth had one of the shortest lengths of stay at **41.7 days**.
- Rates of successful entry into permanent housing were substantially lower for youth of color and LGBTQ youth. Overall, unaccompanied youth exited shelter to permanent housing at a rate of **44.9%**. White, non-Latinx youth successfully exited shelter at a rate of **52.9%**, while non-Latinx youth of color successfully exited at a rate of **24.8%** and Latinx youth successfully exited at a rate of **21.2%**. The average success rate for youth exiting transitional housing into permanent housing was **37.2%**, while LGBTQ youth only successfully exited at a rate of **15.8%**.⁴

Unaccompanied Young Adults

- Unaccompanied young adults accounted for **68.3%** of young adult households and almost **50%** of all YYA households. LGBTQ youth had the longest lengths of stay in emergency shelter and transitional housing at **290.3 days**, which is more than twice the average length of time for all unaccompanied YYA (**134.5 days**). However, in contrast to unaccompanied youth, non-Latinx young adults of color had the shortest length of stay at **103.9 days**.
- **61.5%** of unaccompanied young adults reported at least one disabling condition.
- Non-youth households overall reported an education level greater than a high school diploma/GED at a rate of **32.4%** compared to only **6.5%** for young adults. Similarly, **19%** of non-youth households overall reported an education level of less than a high school diploma/GED compared to **40.7%** of young adults.

Pregnant and Parenting YYA

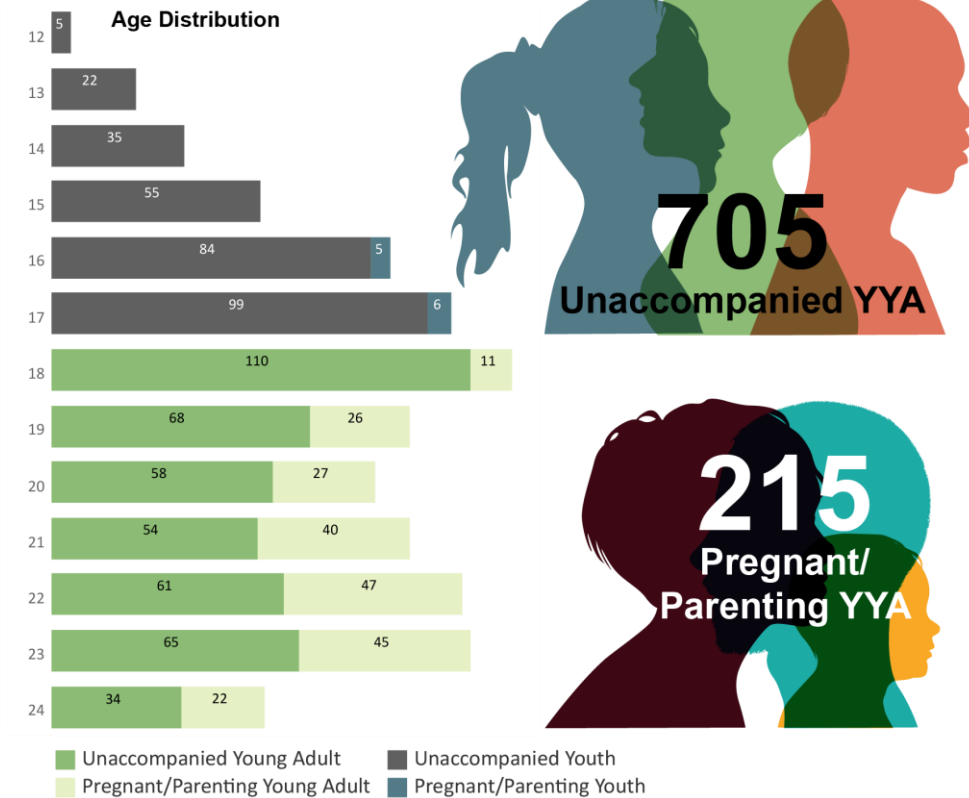
- The system has limited capacity to serve homeless pregnant and parenting youth, so the population size is extremely small. However, pregnant and parenting young adults accounted for **24.3%** of YYA households served.

³ For the purposes of our CCP, the term “Latinx” is being used as a conscious replacement for what has formerly been coined “Hispanic/Latino.” This terminology change acknowledges the intersection of race, ethnicity, gender, and ancestral origin.

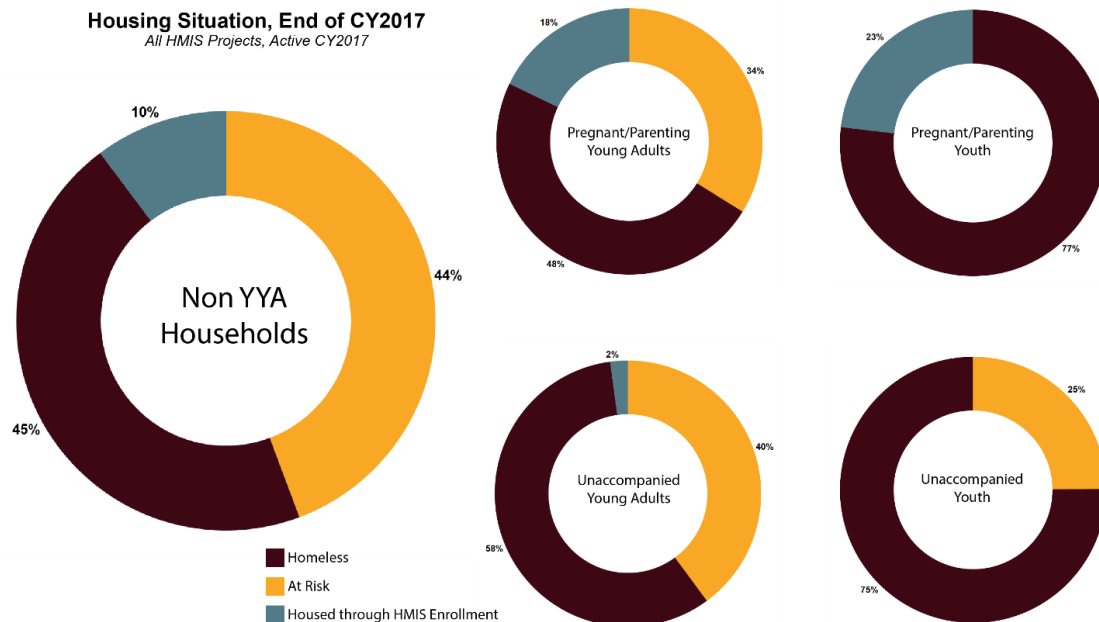
⁴ To ensure an adequate sample size, this section includes HMIS exit data from CY2015 to CY2017.

YYA Heads of Household

All HMIS Projects, Active CY2017

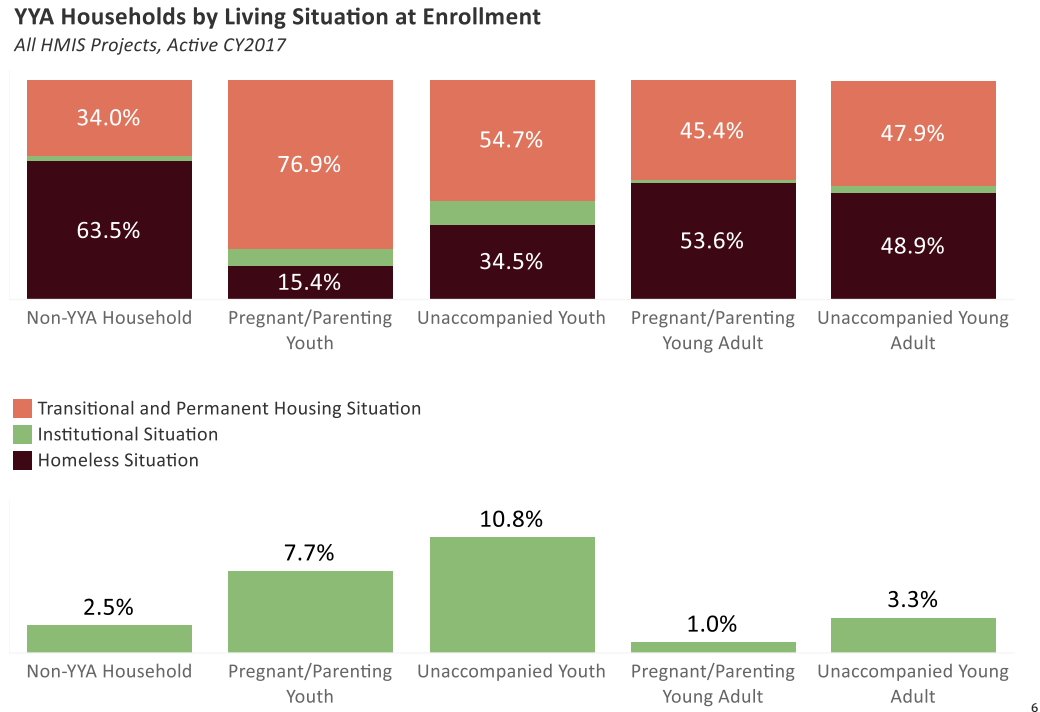


For Housing Situation, End of CY2017, the proportions are more a reflection of who is being served and tracked in HMIS than a demonstration of the types of homelessness these populations experience.⁵



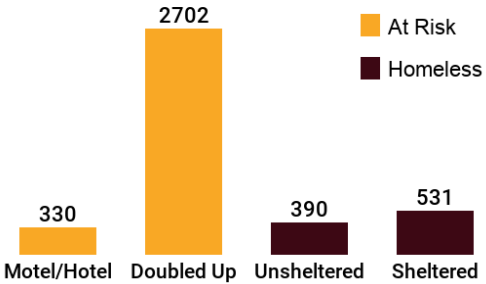
⁵ HMIS (CY2017). Housing Situation, End of CY2017 in Snohomish County.

The graphic below highlights Institutional Situations (foster care or juvenile justice systems, jail, psychiatric wards, substance abuse treatment centers, and hospitals) to more easily show the different proportions of YYA entering the homeless housing system from these situations.



There were **3,956** homeless or at-risk YYA reported for the 2016 academic year in Snohomish County public schools according to the Office of Superintendent of Public Instruction⁷. This public school data identifies YYA⁸ who are unstably housed and at-risk of experiencing homelessness into two categories: staying in motel or hotel and being doubled up.⁹ It is important to note the number of YYA who are doubled up as it is significantly higher compared to the other categories.

The majority of students were with a guardian or other adult, but **410 students reported they were unaccompanied**. Current data does not distinguish where the unaccompanied youth were spending the night (e.g. at-risk or literally homelessness)¹⁰.



⁶ HMIS (CY2017). YYA Households by Living Situation at Enrollment in Snohomish County.
⁷ [The Office of Superintendent of Public Instruction](#), School Year 2016-2017 for students enrolled in Snohomish County Public Schools.
⁸ While high schools in our community allow YYA up to age 21 to attend, a majority of these YYA are youth under the age of 18. Young adults represent a smaller portion of students and may include those who are graduating, have had to repeat a grade, or have a disability.
⁹ “Doubled up” includes sharing housing with family, friends, or other non-relatives due to loss of housing or economic hardship.
¹⁰ [The Office of Superintendent of Public Instruction](#), School Year 2016-2017 for students enrolled in Snohomish County Public Schools.

YYA SUBPOPULATIONS IN SNOHOMISH COUNTY

At-Risk Unaccompanied Youth

During the HMIS CY 2017, **102** unaccompanied youth were served with prevention services. The average age was **15.8 years old**, **59.4%** were female, and **42.4%** were white non-Latinx.

The 2018 PIT count¹¹ surveys collected show there were **35** unaccompanied youth who were unstably housed. (While the count is focused on identifying youth who are literally homeless, surveys are also collected for those at-risk.) Their ages ranged from 15 to 17, with an average of **16.3 years old**, and **54.3%** were female. All **35** youth who were surveyed reported they were temporarily staying with family or friends¹².

2018 PIT data also found **25.6%** of youth reported substance abuse and **60%** of youth indicated family crisis as their primary reasons for housing instability. Other responses cited eviction, job loss, lack of affordable rental units, medical problems, temporary living situation ended, and immigration status as main reasons for housing instability.

The following needs were identified through local data analysis and input gathered from community stakeholder workshops and YYA with lived experience:

Housing Needs:

- Family engagement to create opportunities for reunification, including access to respite housing options that are safe and stable
- Navigation assistance to housing options and supports (e.g. transitional housing)

Education Needs:

- Tutoring or homework assistance to help youth stay in school and complete graduation
- Higher education counseling and guided support through the college application process
- Access to affordable and reliable transportation, especially in rural areas

Employment Needs:

- Resources for specific skill development and resume building
- Routes to employment
- Access to affordable and reliable transportation, especially in rural areas

Social/Emotional Well-Being Needs:

- Drop-in centers throughout the County
- Information on available community resources available at schools
- Assistance with navigating behavioral health and substance abuse services
- Opportunities for peer based mentoring
- Youth leadership opportunities in social services sector

¹¹ Each year, the Continuum of Care (CoC) conducts a count of persons who are homeless in our community at the end of January. While conducting PIT counts for persons experiencing homelessness has always presented a unique set of challenges, HUD acknowledges that it can be particularly difficult to identify youth experiencing homelessness; often this is because youth experiencing homelessness congregate in different locations and at different times than older adults, youth often do not want to be found, and youth do not often think of themselves as being homeless.

¹² Temporarily staying with family or friends – terms used may have been “couch surfing” or “doubled up.”

At-Risk Unaccompanied Young Adults

HMIS reported **207** at-risk young adults for the CY 2017. Of those young adults, **59%** were white, non-Latinx and **64%** were female.

On the night of the 2018 PIT count, there were **21** young adult respondents who were unstably housed. Their ages ranged from 18 to 21, with an average of **19.4 years old**. Of the young adults identified in the county, **38%** were female and **80.9%** were white, non-Latinx. **95%** of respondents reported staying with friends or family temporarily. The PIT data also found **38%** reported substance abuse or mental illness as the primary reason for homelessness. Other responses indicated family crisis, job loss, or lack of affordable rental units as main reasons for their housing instability.

The following needs were identified through local data analysis and input gathered from community stakeholder workshops and YYA with lived experience:

Housing Needs:

- Homeless prevention services to maintain or obtain stable housing
- Planning and identification of housing options for transition age youth, 18-24, who are being displaced from their home
- Discharge planning for young adults exiting jail, treatment, and foster care
- Rent readiness training and eviction prevention support

Education Needs:

- Supportive services for completing a GED, re-enrolling into high school, accessing a tutor, or gaining credit to retake classes
- Assistance with accessing higher education, including college applications, FAFSA application, and scholarship navigation
- Guidance on vocational programs and training certifications
- Affordable and reliable transportation, especially in rural areas

Employment Needs:

- Professional skill development and resume skill building
- Routes to employment, especially for those with criminal records

Social/Emotional Well-Being Needs:

- Drop-in centers throughout the County
- Access to medical, dental, and behavioral health services, including financial assistance outside of insurance
- Opportunities for peer based mentoring
- Leadership opportunities

Unaccompanied Youth Experiencing Homelessness

On the night of the 2018 PIT count, there were **24** unaccompanied youth experiencing literal homelessness. Of those youth, **10** were unsheltered, **5** were in emergency shelter, and **9** were in transitional housing. All unsheltered youth reported sleeping in a vehicle. **6** of the youth surveyed met the definition of chronically homeless.

Those enrolled in emergency shelter were mostly male, while female individuals made up the majority of transitional housing enrollments. One older teen in emergency shelter identified as gender non-conforming.

The following needs were identified through local data analysis and input gathered from community stakeholder workshops and YYA with lived experience:

Housing Needs:

- Family engagement to create opportunities for reunification, including access to respite housing options that are safe and stable
- Access to safe emergency shelter options
- Navigation assistance for long-term stable housing placements (e.g. transitional housing)
- Transition planning from youth housing programs into young adult housing programs
- Discharge planning for youth exiting juvenile justice, treatment, and foster care

Education Needs:

- Access to basic school supplies and special accommodations for absences
- Supportive resources to graduate high school or complete a GED and guidance to higher education
- Affordable and reliable transportation, especially in rural areas

Employment Needs:

- Resources for specific skill development and resume building
- Routes to employment
- Access to interview clothes and hygiene resources, such as showers and haircuts
- Affordable and reliable transportation, especially in rural areas

Social/Emotional Well-Being Needs:

- Drop-in centers throughout the County
- Information on available community resources available at schools
- Opportunities for peer based mentoring
- Leadership opportunities in social services sector
- Assistance with navigating medical, dental, and behavioral health services, including financial assistance outside of insurance coverage

Unaccompanied Young Adults Experiencing Homelessness

On the night of the 2018 PIT there were **21** unaccompanied, unsheltered young adults under the age of 25. Their average age was **21 years old**, **76%** were male, and **76%** were Caucasian. This group comprised **6.2%** of the total (335) unaccompanied adult population. There were **13** young adults who met the definition of chronic homelessness (**62%**).

While young adult respondents did not report sleeping in an abandoned building, **15** reported sleeping outside and **6** reported sleeping in a vehicle. They reported sleeping in communities throughout the County; with **seven** persons in Everett, **four** in Sultan, and the rest in various other areas.

PIT count data also shows there were **eight** young adults in emergency shelter, **six** in a men's shelter and **two** in a women's shelter. There were **17** unaccompanied young adults enrolled in transitional housing, with **12** in a program dedicated to this population and operating at full occupancy. Of the other **five** persons, **four** were in housing dedicated to substance abuse recovery and **one** was in housing for persons with severe mental illness transitioning back into the community.

The HMIS data shows that on the night of the PIT count there were **nine** females and **eight** males enrolled. They were majority Caucasian (**13**) with **two** identifying as African-American. Most were non-Latinx, however **four** young adults self-identified as Latinx and Caucasian.

The following needs were identified through local data analysis and input gathered from community stakeholder workshops and YYA with lived experience:

Housing Needs:

- Access to safe emergency shelter options
- Planning and identification of housing options, including transitional housing, rapid rehousing, permanent supportive housing, host homes, or shared housing
- Access to temporary assistance with security deposits, rent, groceries, and/or utilities to ease transition into permanent placements
- Discharge planning for young adults exiting jail, treatment, and foster care
- Transition planning from youth housing programs into young adult housing programs
- Transition planning from young adult housing programs into adult housing programs

Education Needs:

- Supportive services for completing a GED, re-enrolling into high school, accessing a tutor, or gaining credit to retake classes
- Assistance with accessing higher education, including college applications, FAFSA application, and scholarship navigation
- Access to basic school supplies
- Guidance in pursuing vocational programs and training certifications
- Affordable and reliable transportation, especially in rural areas

Employment Needs:

- Professional skill development and resume skill building
- Routes to employment, especially for those with criminal records
- Life skill building and employment readiness training

Social/Emotional Well-Being Needs:

- Drop-in centers throughout the County
- Access to medical, dental, and behavioral health services, including financial assistance outside of insurance
- Opportunities for peer based mentoring
- Leadership opportunities

Pregnant & Parenting YYA

From the 2018 PIT count unsheltered respondents, no youth under 18 surveyed were found to be parenting. A single young adult between the ages of 18-24 went unsheltered with a dependent child.

On the night of the count, there were **six** parenting young adults in five households (one parenting couple) with a total of **ten** dependent youth in emergency shelter. There were **three** parenting young adult households in emergency shelter that qualified as chronically homeless. Transitional housing programs served **three** parenting youth under 18, each with a dependent child. The data also indicates YYA parents in those programs were majority female (89%), Caucasian (56%) or African-American (33%), and non-Latinx (78%).

Pregnancy and parenthood may increase the risk of YYA homelessness, especially when coupled with aging out of foster care.¹³ Research also indicates that about **20%** of homeless YYA become pregnant.¹⁴

The National *Voices of Youth Count* reported that unmarried parenting YYA had a **200%** higher risk for homelessness.¹⁵ During 2016, there were 2,797 single mother births in the County, **1,004** of which were to single mothers aged 24 and younger. Of these single mothers, **225** were under the age of 20.¹⁶

The following needs for pregnant and parenting YYA at-risk of or experiencing homelessness were identified through local data analysis and input gathered from community stakeholder workshops and YYA with lived experience.

Housing Needs:

- Access to crisis housing that is family friendly
- Navigation assistance to affordable permanent supportive housing which provides long-term housing subsidies, develops new supports and positive connections, and are appropriate for children

Education Needs:

- Access to affordable, flexible, and quality childcare while YYA are pursuing education
- Access to early childhood education, such as Early Head Start and Early Childhood Education and Assistance Program (ECEAP)
- Supportive resources for completing a GED, re-enrolling into high school, accessing a tutor, or gaining credit to retake classes
- Specific guidance counseling for college applications, scholarship navigation, or pursuing vocational programs or trainings
- Affordable and reliable transportation, especially in rural areas

Employment Needs:

- Access to affordable, flexible, and quality childcare while YYA is at work, including potential for childcare at work
- Opportunities to improve professional skill development and resume skill building
- Access to affordable and reliable transportation, especially in rural areas

Social/Emotional Well-Being Needs:

- Life and parenting skill building classes, which offer parental support and assistance with basic child care needs
- Establish positive social groups and connections with other new or seasoned parents, especially for first time YYA parents
- Develop peer and community supports, particularly around childcare, transportation, and behavioral health
- Provide YYA with opportunities for self-care or other bonding with their non-parenting peers

¹³ Shah, M. F., Liu, Q., Mancuso, D., Marshall, D., Felver, B., Lucenko, B., & Huber, A. (January, 2015). Youth at Risk of Homelessness: *Identifying Key Predictive Factors among Youth Aging Out of Foster Care in Washington State*. Retrieved from <https://www.uwkc.org/wp-content/uploads/2015/06/youth-at-risk-of-homelessness-assessment.pdf>

¹⁴ National Association for the Education of Homeless Children and Youth. (September, 2016). Young Children Experiencing Homelessness. Retrieved from https://naehcy.org/wp-content/uploads/2018/04/ECE_Fact_Sheet_2016_September19-v2018.pdf

¹⁵ Voices of Youth Count (November, 2017). Missed Opportunities: Youth Homelessness in America. Retrieved from http://voicesofyouthcount.org/wp-content/uploads/2017/11/ChapinHall_VoYC_1-Pager_Final_111517.pdf

¹⁶ Center for Health Statistics, Washington State Department of Health (October, 2017). Retrieved from <https://www.doh.wa.gov/DataandStatisticalReports/HealthStatistics/Birth/BirthTablesbyTopic>

YYA of Color

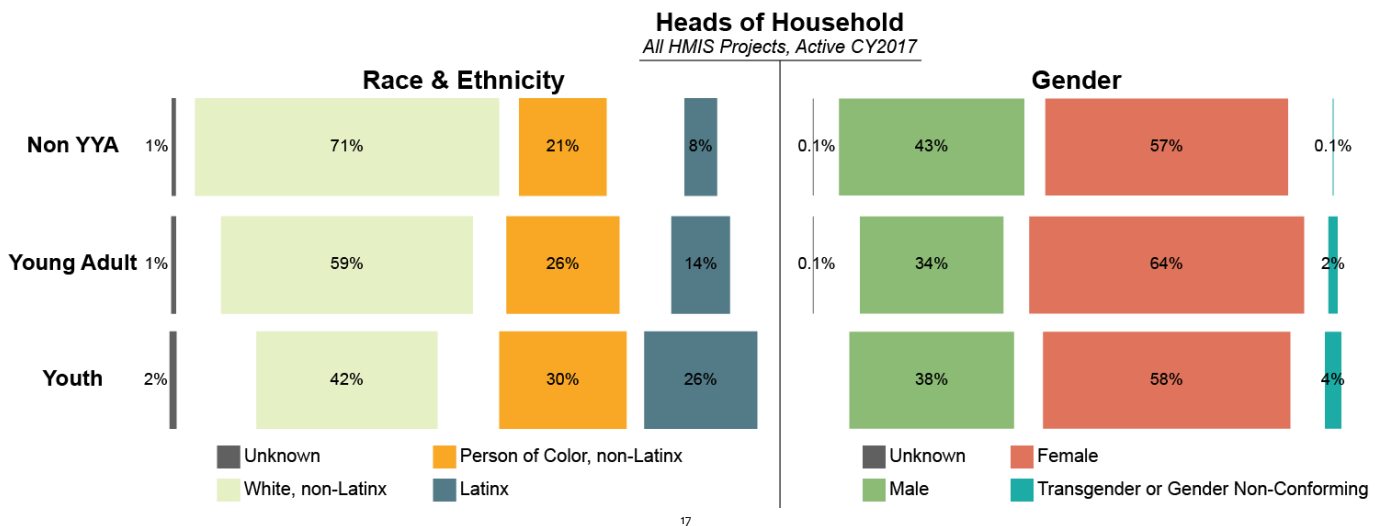
Local HMIS data indicates homeless YYA populations have a higher proportion of people of color than the overall homeless population:

Latinx

- Unaccompanied Youth Households (26.4%) reported being of Latinx ethnicity **109.7%** more often than non-Youth Households.
- Young Adult Households (13.6%) reported being of Latinx ethnicity **55.4%** more often than non-Youth Households.

People of Color, non-Latinx

- Unaccompanied Youth were **42%** more likely to report being a person of color than non-Youth Households.
- Young Adults were **23.7%** more likely to report being a person of color than non-Youth households (see chart below).



Gender Identity & Sexual Orientation

YYA identifying as LGBTQIA are at a much higher risk of experiencing homelessness than other YYA due to negative reactions about their sexuality or gender identity.¹⁸ The National *Voices of Youth Count* found that LGBTQIA young adults aged 18-25 were **more than twice (120% more)** as likely to experience homelessness as their non-LGBTQIA peers.¹⁹

¹⁷ HMIS (CY2017). Heads of Household by Race & Ethnicity and Gender in Snohomish County.

¹⁸ Fernandes-Alcantara, A. L. Congressional Research Service (April, 2018). Runaway and Homeless Youth: Demographics and Programs. Retrieved from <https://fas.org/sgp/crs/misc/RL33785.pdf>

¹⁹ Morton, M. H., Samuels, G. M., Dworsky, A., & Patel, S. (November, 2017). Missed Opportunities: Youth Homelessness in America. Retrieved from http://voicesofyouthcount.org/wp-content/uploads/2017/11/ChapinHall_VoYC_1-Pager_Final_111517.pdf

The national estimate is between **3-10%** of the population identifying as LGBQ.²⁰ On average, **20%** of young adults who are homeless nationally identify as being LGBQ, but that number is expected to be higher due to fears of disclosure.²¹ Local rates for YYA in HMIS:

- **36.8%** unaccompanied young adults identify as LGBQ
- **28.7%** unaccompanied youth identify as LGBQ

Also, nationally **.6%** of US adults identify as **transgender**.²² Local rates for YYA as reported in HMIS²³:

- **4.5 times** higher for unaccompanied young adults (2.7%)
- **6.5 times** higher for unaccompanied youth (3.9%)

System-Involved YYA

YYA who are system-involved are at a higher risk for homelessness than those who are not in the juvenile justice/jail system, foster care, or behavioral health. Research also confirms that being involved across multiple systems puts YYA at an even higher risk for homelessness.²⁴

There were **664** YYA aged 12-24 in Snohomish County that exited the juvenile justice system, foster care, and behavioral health treatment in Snohomish County during SFY2015.²⁵ **10%** of youth aged 12-17 and **23%** of young adults aged 18-24 experienced homelessness within 12 months after exiting juvenile justice/jail rehabilitation, foster care, and behavioral health treatment. If expanded to include homeless or unstably housed YYA (e.g. couch surfing), the percentage increases to **13%** of youth and **35%** of young adults.²⁶

²⁰ This is not a comprehensive list of the variety of sexual orientations one might identify with and has been limited to conform to the way in which these data are collected per the HUD Standards. Note sexual orientations are Lesbian (L), Gay (G), Bisexual (B), and Questioning (Q). *Sexual orientation is collected only for RHY funded projects. Of almost 1,100 youth households, only 366 were asked their orientation*

²¹ Morton, M. H., Samuels, G. M., Dworsky, A., & Patel, S. (2018). Missed opportunities: LGBTQ youth homelessness in America. Chicago, IL: Chapin Hall at the University of Chicago. Retrieved from Retrieved from <https://voicesofyouthcount.org/wp-content/uploads/2018/04/VoYC-LGBTQ-Brief-FINAL.pdf>

²² Williams Institute, 2016

²³ Includes 'gender non-conforming'

²⁴ Shah, M. F., Liu, Q., Mancuso, D., Marshall, D., Felver, B., Lucenko, B., & Huber, A. (January, 2015). Youth at Risk of Homelessness: *Identifying Key Predictive Factors among Youth Aging Out of Foster Care in Washington State*. Retrieved from <https://www.uwkc.org/wp-content/uploads/2015/06/youth-at-risk-of-homelessness-assessment.pdf>

²⁵ Washington State Department of Social and Health Services and the Department of Commerce. (2015). RDA Dashboard: All youth and young adults ages 12-24.

²⁶ Washington State Department of Social and Health Services and the Department of Commerce. (2015). RDA Dashboard: All youth and young adults ages 12-24.

Juvenile Justice Involvement

Justice involved YYA and homelessness intersect in a variety ways:

- Families may not allow youth to return home after release²⁷. For example **11%** of Snohomish County youth were at-risk of being told to leave home by their parents for displaying hostile behaviors.²⁸
- Landlords or public housing authorities may deny housing.
- Employment barriers increase.

In Snohomish County, **1,404** juvenile arrests were made in 2016. **82** youth aged 10-14 were arrested for alcohol or drug violations. Assault, theft, and drug violations were the most common juvenile arrests in the County.²⁹ **22%** of YYA referred to court services in Snohomish County had run away at least once and **7%** had ran away more than five times.³⁰

There were **1,014** youth in the State of Washington that lived in juvenile correction facilities in 2013.³¹ Nationally, more than one million YYA are involved with the juvenile justice/jail system every year. Of these, nearly **400,000** will experience homelessness.³²

²⁷ United States Interagency Council on Homelessness. (August, 2017). Principles of Change for Addressing the Intersections of Juvenile Justice Involvement and Youth Homelessness. Retrieved from <https://www.usich.gov/news/principles-of-change-for-addressing-the-intersections-of-juvenile-justice-involvement-and-youth-homelessness/>

²⁸ The Study and Advancement of Justice Effectiveness. (2018). Report of a Research to Practice Partnership to Develop Youth Housing Stability Model for Juvenile Courts. Retrieved from <https://static1.squarespace.com/static/5935ee95893fc011586f1304/t/5b77304d4ae2374511eef247/1534537807827/Report+of+a+Research+to+Practice+Partnership+to+Develop+the+Youth+Housing+Stability+Model+for+Juvenile+Courts.pdf>

²⁹ Office of Financial Management. (2016). Criminal Justice Data Book. Retrieved from <https://www.ofm.wa.gov/washington-data-research/county-and-city-data/snohomish-county>

³⁰ The Study and Advancement of Justice Effectiveness. (2018). Report of a Research to Practice Partnership to Develop Youth Housing Stability Model for Juvenile Courts. Retrieved from <https://static1.squarespace.com/static/5935ee95893fc011586f1304/t/5b77304d4ae2374511eef247/1534537807827/Report+of+a+Research+to+Practice+Partnership+to+Develop+the+Youth+Housing+Stability+Model+for+Juvenile+Courts.pdf>

³¹ Child Welfare League of America. (2017). Washington's Children 2017. Retrieved from <https://www.cwla.org/wp-content/uploads/2017/04/WASHINGTON-revised-1.pdf>

³² United States Interagency Council on Homelessness. (August, 2017). Principles of Change for Addressing the Intersections of Juvenile Justice Involvement and Youth Homelessness. Retrieved from <https://www.usich.gov/news/principles-of-change-for-addressing-the-intersections-of-juvenile-justice-involvement-and-youth-homelessness/>

Spotlight: Housing Stability Model for Juvenile Courts

In 2018, the Study & Advancement of Justice Effectiveness Center (SAJE) released the results from the Research-to-Practice Partnership to Develop the Youth Housing Stability Model for Juvenile Courts. The report identifies the need to develop policies and programs to minimize the number of homeless youth who experience justice-system contact while providing youth with the necessary supports and services to remain housed. Snohomish County Juvenile Court was one of two sites in Washington State chosen to participate in the development and evaluation of court-based models to improve identification and service referral process for youth at-risk of homelessness. The report cites that more than 75% of homeless youth will have contact with police, with more than 50% experiencing arrest.

The project focused on developing a system-level intervention for reducing the prevalence of homelessness among youth. The report acknowledges that reducing arrests (and the collateral consequences of justice involvement) should be a goal for policy and practice shift. The reality is that many homeless youth are likely to come in contact with law enforcement and the courts, and many youth are arrested for behaviors that may indicate a high risk for imminent housing instability, particularly behaviors related to family conflict. Therefore, juvenile court has the potential to be a resource for early identification and referral to needed services. The core component of the Youth Housing Stability Model:

- ⇒ Regular, court-wide awareness and referral trainings
- ⇒ A court-wide identification and referral system using routine data flags
- ⇒ A dedicated housing stability coordinator to receive referrals, conduct assessments, and connect youth to community services
- ⇒ A stepped care model of prevention services that provides the right dose of intervention based on needs
- ⇒ Coordinated housing services for youth experiencing homelessness

Walker, S., Valencia, E., Vick, K., Department of Psychiatry, University of Washington School of Medicine. (2018). The Study and Advancement of Justice Effectiveness. *Report of a Research to Practice Partnership to Develop Youth Housing Stability Model for Juvenile Courts.*

Youth Aging Out of Foster Care

YYA in foster care exit out at age 18, unless they are participating in the foster care to 21 or extended foster care programs (EFC).³³ During 2013, there were **658** YYA in Snohomish County that were in foster care.³⁴ A Washington State study found that **one in four** young adults experienced homelessness after aging out of foster care.³⁵ In addition, the National Youth in Transition Database (NYTD) surveyed young

³³ Washington State Department of Social and Health Services. (January, 2015). Youth at Risk of Homelessness. Retrieved from <https://www.uwkc.org/wp-content/uploads/2015/06/youth-at-risk-of-homelessness-assessment.pdf>

³⁴ Kids Count Data Center: A Project of the Annie E. Casey Foundation (2013). Retrieved from <https://datacenter.kidscount.org/data#WA/5/0/char/0>

³⁵ Shah, M. F., Liu, Q., Mancuso, D., Marshall, D., Felver, B., Lucenko, B., & Huber, A. (January, 2015). Youth at Risk of Homelessness: *Identifying Key Predictive Factors among Youth Aging Out of Foster Care in Washington*

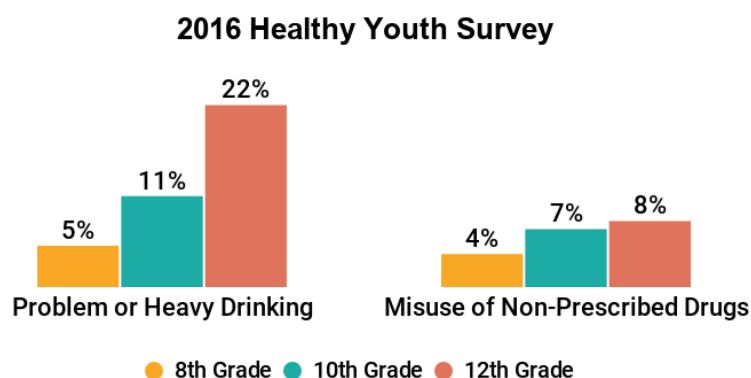
adults who aged out of foster care and found that **19%** of 19 year olds had been homeless within the past two years since exiting.³⁶

As of January, 25, 2018 there were **seven** dependent runaway youth in Snohomish County; this number fluctuates from day to day. Over the past year (October 2017 to September 2018) **17** youth reached age of maturity (18) and at that time did not opt in to EFC and **eight** young adults have exited EFC.³⁷ Parenting YYA have the highest risk for experiencing homelessness after aging out of foster care.³⁸

Behavioral Health

At-risk and homeless YYA have higher exposures to traumatic events, and substance abuse is often used as a coping strategy.³⁹ Furthermore, Adverse Childhood Experiences (ACEs) such as childhood abuse (physical, sexual, psychological) and parental substance abuse are associated with a higher risk of developing a substance use disorder. ACEs in any category have also been shown to increase behavioral problems such as suicide attempts and depressive episodes.⁴⁰

In 2015, an estimated **5,000** youth aged 12-17 were alcohol dependent in the past year in the State of Washington.⁴¹ There were **585** youth aged 10-17 who were admitted into a State-Funded alcohol or drug service in Snohomish County during 2015.⁴² In addition, the 2016 Healthy Youth Survey for Snohomish County revealed⁴³:



³⁶ United States Interagency Council on Homelessness. (May, 2016). National Foster Care Month: Achieving Better Outcomes for Young People. Retrieved from <https://www.usich.gov/news/national-foster-care-month-achieving-better-outcomes-for-young-people/>

³⁷ DCYF data

³⁸ Shah, M. F., Liu, Q., Mancuso, D., Marshall, D., Felver, B., Lucenko, B., & Huber, A. (January, 2015). Youth at Risk of Homelessness: *Identifying Key Predictive Factors among Youth Aging Out of Foster Care in Washington State*. Retrieved from <https://www.uwkc.org/wp-content/uploads/2015/06/youth-at-risk-of-homelessness-assessment.pdf>

³⁹ HCH Clinicians' Network (September, 2016). Healing Hands: Substance Use Among Youth Experiencing Homelessness. Retrieved from <https://www.nhchc.org/wp-content/uploads/2016/09/healing-hands-substance-use-among-youth-experiencing-homelessness-v2-web-ready.pdf>

⁴⁰ Substance Abuse and Mental Health Services Administration (2018). Adverse Childhood Experiences. Retrieved from <https://www.samhsa.gov/capt/practicing-effective-prevention/prevention-behavioral-health/adverse-childhood-experiences>

⁴¹ Substance Abuse and Mental Health Services Administration (2015). National Survey on Drug Use and Health. Retrieved from <https://www.samhsa.gov/data/data-we-collect/nsduh-national-survey-drug-use-and-health>

⁴² Washington State Department of Social and Health Services. (June, 2018). Risk and Protection Profile for Substance Abuse Prevention in Snohomish County. Retrieved from <https://www.dshs.wa.gov/data/research/research-4.47-snohomish.pdf>

⁴³ Healthy Youth Survey (2016). Snohomish County. Retrieved from <https://www.askhys.net/FactSheets>

Spotlight: Student Support Advocates

The Student Support Advocate (SSA) program was first introduced to Snohomish County in the mid-2000's by the Edmonds School District. The SSA model has been identified as an evidenced-based and cost effective strategy to keep students engaged in school. Since 2010, the County has adopted, expanded, and funded the program in an additional seven school districts. The model involves placing a care coordinator in schools to help identify at-risk students' needs and connect students and families with relevant services in and outside of the K-12 system. The Student Support Advocates focus on students at high risk for behavioral health issues, including substance use and mental health disorders. As a collaborative process, SSAs work closely with their school's McKinney-Vento and Kids in Transition (KIT) liaisons to provide assessments, planning, facilitation, care coordination, evaluation, and advocacy.

During 2016, SSAs made contact with 2,787 students and engaged 1,483 students in full care coordination. Students who received care coordination had the following outcomes: 71% in need were connected with Substance Abuse Disorder services; 76% in need were connected with Mental Health services; and 91% in need were connected to Homelessness Prevention Services.

CAUSES & RISK FACTORS OF YYA HOMELESSNESS



In order to both prevent and end YYA homelessness, it is imperative to examine the various factors that may cause a youth or young adult to become homeless. The causes of homelessness for YYA and their experiences with homelessness are often very different than adult's experiences. Although nuanced and complex, causes can include community-level determinants and/or social determinants.

Reasons for YYA Homelessness as Reported in the 2018 PIT

Respondents were asked to identify the factors which contributed to their homelessness by providing all relevant factors and then identifying the main reason. Persons may have potentially identified between one and twenty-two factors which led to a housing crisis.

There were five main reasons cited for homelessness among unaccompanied youth: substance abuse, domestic violence, lack of affordable rental units, eviction, and family crisis. All of the youth who reported substance abuse, domestic violence, or a lack of affordable rental units as the main cause of their homelessness were also chronically homeless. Chronic homeless status could not be determined for two of the youth due to incomplete surveys.

While two young adults did not cite a main reason for their homelessness, 19 persons cited six main reasons out of a potential 22 options. Family crisis was the overwhelming reason at **52.6%**. Of these ten persons who cited family crisis, seven were chronically homeless at the time of the count.

Family Crisis/Break-up

One of the leading causes of homelessness for unaccompanied YYA is related to a family crisis or break-up. Over **one-third** of YYA who called the National Runaway Safeline in 2016 reported having to leave because of family dynamics.⁴⁴

Domestic Violence

YYA fleeing domestic violence are at-risk of becoming homeless. In 2017, there was a total of **3,664** Domestic Violence incidents reported in Snohomish County.⁴⁵ There were **6,812** accepted referrals for child abuse and neglect in the County.⁴⁶

The 2016 Healthy Youth Survey revealed that between **19%** and **23%** of Snohomish County 8th, 10th, and 12th Graders reported that they had been physically abused by an adult.⁴⁷

From 2010-2012, young women aged 19 and under in Washington were more likely than older women to report that their husband or partner had physically abused them before or during pregnancy.⁴⁸

Housing Affordability

In Snohomish County, average rental costs have increased at a much faster rate than increases in income and wages. Monthly median rent for the Seattle-Tacoma-Bellevue metro area has increased by **45%** to \$1,900 since March 2012.⁴⁹

The effects of rising rents and stagnant wages are compounded by very low vacancy rates (approximately 4.0% in Snohomish County), making it even more difficult for individuals and families to access affordable housing. While a tight rental market is characterized by a 5% vacancy rate, falling below a 3% vacancy rate indicates an acute shortage of rental units.

Furthermore, our County's rising population has significantly contributed to the housing shortage. Snohomish County is the third most populous County in Washington State. Just last year, the population grew **1.87%**, with an overall population growth of **12.4%** since 2010.

As a result, Snohomish County also has a shortage of affordable and available housing units for low income households. The County has deficits of **27,752** and **24,179** units that are affordable and available for extremely low income households (less than or equal to 30% Area Median Income (AMI)) and for very low income households (between 30% and 50% AMI), respectively. Based on average rents in 2017, a

⁴⁴ Runaway and Homeless Youth Program, Family and Youth Services Bureau (2016). 2016 National Runaway Safeline. Retrieved from https://www.acf.hhs.gov/sites/default/files/fysb/nrs_crisis_contacts_report_1.pdf

⁴⁵ Snohomish County, WA. (2017). Crime Statistics & Reports. Retrieved from <https://snohomishcountywa.gov/3308/Crime-Statistics-Reports>

⁴⁶ Washington State Department of Social and Health Services (2018). Community Outcome and Risk Evaluation. Risk and Protection Profile for Substance Abuse Prevention in Snohomish County. Retrieved from <https://www.dshs.wa.gov/data/research/research-4.47-state.pdf>

⁴⁷ Healthy Youth Survey (2016). Snohomish County. Retrieved from <https://www.askhys.net/FactSheets>

⁴⁸ Washington State Department of Health. (May, 2016). Family Violence. MCH Data Report. Retrieved from <https://www.doh.wa.gov/Portals/1/Documents/Pubs/160-015-MCHDataRptFamilyViol.pdf>

⁴⁹ Puget Sound Trends: Housing Affordability. (May 2018), Puget Sound Regional Council. Retrieved from <https://www.psrc.org/data-and-resources/data-psrc>

household would need to earn \$53,880 annually (or \$25.90 hourly for a full-time worker) to afford a two-bedroom unit in Snohomish County without being cost burdened.

In jurisdictions that face rising rental costs, households often spend more than 50% of income on housing costs, which is considered severely cost burdened. Almost **three-quarters** of renter households earning less than \$20,000 per year are severely cost burdened, with nearly 50% of those earning between \$20,000 and \$35,000 experiencing severe cost burden⁵⁰. Individuals and families who are severely cost burdened are more likely to experience homelessness as a result of an unexpected event, such as losing employment. In addition, a lack of affordable housing can lead to people living “doubled up,” which is a housing situation that is often temporary and unstable.

YYA HOMELESS HOUSING & SERVICES SYSTEMS

The process by which those who are at-risk of or experiencing homelessness access Snohomish County’s housing and service system has undergone an extensive review, re-design, and implementation process. It has been designed to increase the efficiency and effectiveness of the homelessness housing and service system and improve the experiences of those who access that system. Much of the system improvement work has benefited the YYA population. However, our CCP is intended to result in more targeted improvements and innovations that meet the unique needs of YYA in our community. Identified system gaps and potential action steps for our community are further discussed in the System Gaps section and Appendix A, respectively. The key elements to our current homeless housing and services systems are outlined below:

Outreach Services

Outreach workers engage individuals and families who are experiencing homelessness in services and connect them to housing through the coordinated entry system (see below for additional information on the coordinated entry system). In Snohomish County, outreach efforts reach YYA, individuals, and families who are unsheltered and living on the streets or in other places not meant for human habitation through various interventions. The Outreach Coalition is a cross-system collaboration that identifies areas in Snohomish County where homeless YYA, individuals, and families are known to live and coordinates outreach to these individuals and families. Law Enforcement Embedded Social Workers provide outreach to homeless individuals to engage them in needed services.

Low-Barrier and Housing First

Consistent with federal and state guidance on evidence-based practices, Snohomish County’s Partnership to End Homelessness (PEH) has adopted a low-barrier and Housing First approach and is expanding implementation to all levels of the homeless housing and service system. A core principle of Housing First is the belief that all people are ready for housing. Housing First means that no one is denied housing because they face challenges with sobriety or substance use, poor credit or financial history, or have past involvement with the criminal justice system. Instead, safe and stable housing is viewed as the first step in addressing these challenges and provides a foundation in which YYA are then able to work on overcoming barriers to housing stability.

⁵⁰ Puget Sound Trends: Housing Affordability. (May 2018), Puget Sound Regional Council. Retrieved from <https://www.psrc.org/data-and-resources/data-psrc>

The core principles of Housing First for YYA include⁵¹:

- **Immediate access to permanent housing with no preconditions:** YYA should be provided with access to safe and secure permanent housing that meets their needs as quickly as possible.
- **YYA choice and self-determination:** YYA choice is an essential component of Housing First. YYA are more likely to maintain housing stability when they have a choice in housing and services.
- **Individualized and YYA-driven supports:** All YYA are different. Once housed, the level of service offered will depend on the unique needs and choices of the YYA. Service providers engage individuals and families by providing meaningful opportunities to participate in services. Non-time-limited supports provide a practical, person centered approach that assist in helping YYA maintain their housing independently.
- **Persistent Engagement:** Staff should utilize an assertive style of care coordination, and continuously attempt to engage YYA, even if YYA are resistant to services.

Housing and service providers that use a Housing First approach require a high level of training and skill. Providers must have the ability to serve YYA with varying needs. Wellness and recovery action plans are an important component for teams using a Housing First approach. Staff should have access to training on motivational interviewing, positive YYA development, crisis intervention, harm reduction, and trauma-informed care.

Coordinated Entry and Navigation Services

Coordinated entry (CE) provides a process for people experiencing homelessness or at-risk of homelessness to access needed homelessness prevention, housing, and other services. The CE system for young adults in Snohomish County is provided in partnership with Cocoon House and the Snohomish County Human Services Department, Office of Community and Homeless Services. Young adults must be literally or imminently homeless as defined by HUD. Young adults in Snohomish County have the option to engage in the adult CE system and the young adult system simultaneously or engage in one of the systems exclusively. Since the same assessment tool is currently used for all populations in Snohomish County, young adults can receive a CE assessment from Cocoon House navigators that specialize in working with YYA experiencing homelessness or from Housing Navigators located at other CE partner agencies. Cocoon House has four fulltime navigators to identify and assertively engage YYA experiencing homelessness or at imminent risk of homelessness. The navigators conduct assessments, assist young adults in accessing economic opportunity services to meet their unique needs, provide homelessness prevention services, provide support for reunification with family whenever safe and possible, and provide rapid transition to permanent housing.

⁵¹ Using a Housing First Philosophy When Serving Youth. (May 2017). USICH. Retrieved from <https://www.hudexchange.info/resources/documents/using-a-housing-first-philosophy-when-serving-youth.pdf>

Cocoon House works to facilitate system coordination and collaboration with other providers in the community to:

- Ensure early and immediate identification of YYA experiencing and at imminent risk of homelessness;
- Coordinate a range of critical services (transportation, education, employment, physical/behavioral health care, child development, child care, and housing);
- Provide on-going care coordination and advocacy services to ensure successful transition to adult roles and healthy child development; and
- Build connections to the community for sustained stability and economic self-sufficiency.

Some of the specific components include:

- Outreach on the streets and in the community;
- Coordination to receive referrals from community service providers that come into contact with homeless YYA;
- Referrals to community services and day centers to meet basic needs such as food, clothing, showers, health care, and behavioral health services;
- Coordination of life skills (including parenting), education, and employment services;
- Delivery of family reunification services; and
- Access to time-limited housing as needed and rapid rehousing into permanent housing.

Coordinated entry for youth under 18 is currently operated in a more flexible process than the young adult population. Cocoon House provides CE services to the younger population. If a youth comes to the Cocoon House shelter or interacts with outreach staff, they are offered care coordination services. They also can be entered onto a waiting list for Cocoon House's transitional housing program if needed and wanted by the youth. Once a youth is 17.5 years old, they are connected with a Housing Navigator to enter into the coordinated entry system for young adults.

Spotlight: Basic Center Program/Prevention

Family conflict is the most common cause of youth homelessness. Recognizing the need to support youth and their parents/caregivers, Cocoon House has developed the Basic Center Program/Prevention (BCP) to provide the needed resources to prevent and reduce youth homelessness. Through this nationally recognized model of exemplary services, parents of at-risk youth are engaged and provided with preventive services including phone consultations, educational classes, and family seminars. Youth who are in need of shelter or respite services can access emergency shelter while the family builds the skills and resources needed for the youth to return home. Aftercare and ongoing family care coordination is available for as long as six months. BCP initially experienced challenges focusing outcomes solely on youth accessing shelter, which ran counter to the goal of preventing youth from needing homeless services. The program now allows prevention services to occur before youth enter shelter and allows youth to access shelter if needed.

Homeless Prevention

Prevention services include Project SAFE therapeutic phone consultations with parents, parent education to increase their knowledge of and ability to manage their developing teen or pre-teen, and ongoing in-home family support services to prevent homelessness from occurring. Prevention also provides WayOUT Seminars to youth newly involved with the juvenile justice system. These robust 13 hour seminars work to increase communication and trust between teens and their parents/guardians and reduce the chances

of further involvement with the juvenile justice system. The Basic Center Program/Prevention (BCP) is highlighted in the Spotlight above.

YYA HOMELESS HOUSING INVENTORY



The homeless housing inventory in Snohomish County reflects local efforts to create a homeless housing system that is adaptable and data informed. The following is the existing inventory of programs dedicated to serving youth and young adults. In addition to these YYA dedicated programs, several general population programs (shelters, rapid rehousing, and permanent housing) that serve adults (18+) also serve young adults. However, in most cases they do not have specific programming for YYA.

Emergency Shelter

Shelter provides temporary stays and crisis services to homeless YYA.

- Cocoon Central (8 beds), Cocoon House East (8 beds) for unaccompanied youth under the age of 18 provides services to increase independent living skills and positive relationships with staff, peers, family, and the community, with the goal of transitioning to safe, stable, housing with family, friends, or community-based or independent housing. There are also on-site services which increase youth stability and independence and offer meals, basic needs support, comprehensive care coordination, life skills training, education/employment support, individual/group/family therapy, drug and alcohol assessment and treatment, medical care, and recreational activities.

Transitional Housing (TH)

Temporary housing designed to facilitate the movement of homeless YYA into permanent housing within a specified period of time, not to exceed 24 months.

- Cocoon Complex (20 beds) for youth under the age of 18 focuses on increasing independent living skills and positive relationships with staff, peers, family, and the community with the goal of transitioning to safe, stable, housing with family, friends, or community-based or independent housing. On-site services at this project also provide services to increase youth stability and independence, and offer meals, basic needs support, comprehensive care coordination, life skills training, education/employment support, individual/group/family therapy, drug and alcohol assessment and treatment, medical care, and recreational activities. (7 of the beds are reserved for state dependent youth/foster care)
- Cocoon House North (5 units) for pregnant or parenting youth under the age of 18 also focuses on increasing independent living skills and positive relationships with staff, peers, family, and the community with the goal of transitioning to safe, stable, housing with family, friends, or community-based or independent housing. The project provides on-site services aimed at increasing youth stability and independence, and offers meals, basic needs support, comprehensive care coordination, life skills training, education/employment support, individual/group/family therapy, drug and alcohol assessment and treatment, medical care, and recreational activities. Other services may include dental, GED services, vocational training, legal services, and sexual assault supportive services and counseling.
- New Ground (12 beds) for YA ages 18-21 offers care coordination, employment services, life skills training, and assistance to help overcome barriers to permanent housing. The program works with a large number of young adults who identify as LGBTQIA, qualify as chronically homeless, and have special needs.

Rapid Rehousing (RRH)

Program model designed to assist young adults in moving quickly into their own housing unit by providing housing search assistance, short-term rental assistance, tailored services, and supports.

- Homeless Youth RRH (4 slots) for young adults assists participants in locating, applying to, securing, and maintaining safe and desirable housing. Care coordination includes landlord liaison services to support the young adults and the property owners. Other areas of focus include navigating systems, accessing mainstream benefits, establishing or strengthening connections to employment and education, and the cultivating of beneficial life skills.

Other Permanent Housing

This non-time-limited housing with or without supportive services assists homeless persons in living independently but does not limit eligibility to individuals with disabilities or families in which one adult or child has a disability. In Snohomish County, many Other Permanent Housing units are supported by Public Housing Authorities with Project Based Vouchers.

- New Century Village (23 units) for pregnant or parenting YYA ages 16-24 provides care coordination; employment, and training support services to assist young parents in building a solid foundation of education and employment readiness skills; one-on-one parent support and education and assistance to parents in accessing quality child care; life skills education courses designed specifically to meet the education and developmental needs of YYA including interactive parenting; nutritional food preparation; financial literacy; self-esteem/identity; and, communication.

Permanent Supportive Housing (PSH)

PSH is non-time-limited housing intervention that offers permanent housing and supportive services to assist homeless persons with disabilities or families in which one adult or child has a disability. Through the Continuum of Care (CoC) Program and other federal, state, and local funding sources, Snohomish County has steadily increased its permanent supportive housing inventory. While there are currently no PSH in our community dedicated for YYA, **30** young adults were enrolled in PSH during CY2017.

Adding to our housing stock, the following young adult dedicated units are under construction by the following organizations and are scheduled to open in 2019:

- HopeWorks
 - 15 units of permanent housing set aside for young adults 18-24 (young adult units have been reserved alongside an adult population project)
 - Projected opening: Fall of 2019
- Cocoon House
 - 20 units of permanent housing for young adults 18-24
 - Projected opening: Spring of 2019
- Catholic Community Services
 - 10 units of permanent supportive housing set aside for young adults 18-24 (young adult units have been reserved alongside an adult population project)
 - Projected opening: Spring 2019

SYSTEM GAPS

While our community has improved and expanded many of our resources for youth and young adults at-risk of or experiencing homelessness, there are gaps still present within our supportive services and housing options. Through meaningful community collaboration with YYA serving organizations and discussions with YYA with lived experience, we have identified the following gaps. The following list is not exhaustive and will continue to be expanded during the community planning process:

Outreach & Prevention

- A one stop shop resource center that is accessible to all; low-barrier access to services such as drug and alcohol counseling, medical assistance, legal aid, and mental health counseling. This includes sites for rural population
- Targeted outreach to gang-involved or incarcerated YYA
- Expanded front door rapid exit services that streamline timely access to services

Coordinated Entry

- A customized coordinated entry process which considers special needs of youth under 18; YYA exiting systems (e.g., juvenile justice, jail, hospital, etc.); and YYA transitioning into young adult or adult programs
- A coordinated entry assessment tool which more adequately assesses the unique needs of YYA and specific subpopulations with an equity lens and inclusion of YYA voice
- Housing placement prioritization policies and procedures that consider unique circumstances of YYA (e.g., youth choice, transfer policies, etc.) as well as the factors of vulnerability

Housing Stock

- Shelter beds or crisis housing dedicated for young adults (18-24)
- More affordable housing options

System Change & Collaboration

- Increased coordination between services – referrals and warm handoffs, data and resource sharing
- Improved exit planning and system coordination (e.g., hospital, juvenile justice, jail, foster care)
- Planning, coordination, and resources for youth transitioning into adulthood; services that provide the needed supports for those young adults that are aging out of YYA programs
- Behavioral health services connected with all housing options (e.g., emergency, transitional, permanent)
- YYA voice and choice – although newly involved YAC members feel empowered and hopeful, they have expressed the need for YYA voice to be expanded across system/program planning and implementation
- Employment support/navigation service; for example, young adults with a criminal record or pregnant and parenting YYA who need to provide for their child/children
- More responsive emergency family crisis supports; easily accessible family counseling

VISION, GOALS & STRATEGIES

SHARED VISION

Thriving Youth & Young Adults, Thriving Community

Our community vision is to prevent and end homelessness for all youth and young adults in Snohomish County. Through this Coordinated Community Plan we aim to create an innovative homeless housing response system that is designed and supported by YYA with lived experience. Through strong collaboration and community partnerships we will ensure every YYA has safe, affordable housing.

We will mobilize our community to provide culturally responsive services and resources that are equitably distributed throughout our County and tailored to address the unique needs of YYA. We acknowledge solving homelessness is not just about providing housing, and therefore interventions should support a young person's path toward adulthood through access to higher education, meaningful employment, establishment of permanent connections, and positive development of social and emotional health.

GOALS & STRATEGIES

The USICH criteria and benchmarks to prevent and end YYA homelessness provide the framework for our local CCP goals and were augmented by locally developed strategies and action steps to achieve our goals.⁵² Details on the corresponding strategies and proposed action steps for each goal are in Appendix A. Consistent with the USICH criteria, we incorporate Positive YYA Development and Trauma-Informed Care in all aspects of our YYA crisis system by focusing on their strengths and personal goals, while also providing services appropriate for YYA who have experienced trauma, emphasizing YYA choice throughout our system, and providing individualized, client-driven supports.

To ensure we are making progress in achieving our goals, our community will undertake continuous quality improvement and regular evaluation of our local data. Through ongoing evaluation we will take those learnings to make necessary refinements and needed course corrections based on new findings within our community and the work in other YHDP communities. Progress will be tracked through HMIS and other data systems as applicable (see the Continuous Quality Improvement Plan). In addition, it is vital that our community be committed to incorporating authentic YYA collaboration into the implementation of these strategies, the evaluation of our progress, and the identification of any desired changes.

GOAL 1: The community has a system in place to identify all unaccompanied YYA who are at risk of or experiencing homelessness.

1.1 Identify all unaccompanied YYA experiencing homelessness through integrated and informed outreach efforts

1.2 Be a data-informed community by collecting information across multiple systems to determine the number and characteristics of YYA at-risk of or experiencing homelessness

⁵² <https://www.usich.gov/tools-for-action/criteria-and-benchmarks-for-ending-youth-homelessness/>

GOAL 2: The community uses prevention and rapid exit strategies whenever possible, and otherwise provides immediate access to low-barrier crisis housing and services to any YYA who needs and wants it.

2.1 Increase low-barrier, innovative crisis housing options that are immediately available for all YYA in our community, as well as serving our subpopulations that may not be accessing traditional shelter options

2.2 Establish a community wide system response which prevents YYA from experiencing homelessness and prevents repeated episodes

2.3 Increase prevention and rapid exit resources for YYA through expanding access to supportive services for physical and behavioral health, as well as abuse and exploitation

2.4 Create and expand services that cultivate permanent connections and strengthen family supports

GOAL 3: The community uses coordinated entry processes to effectively link all YYA to housing and services that are adapted and appropriate for their circumstances.

3.1 Provide coordinated supportive services that are individualized and unique to our YYA subpopulations, including prevention, crisis services, and rapid exit resources

3.2 Establish policies and procedures that consider the unique circumstances of YYA as well as the factors of vulnerability which inhibit access to housing and other supportive services

3.3 Review and refine the assessment tool to more adequately assess the unique needs of YYA and specific subpopulations with an equity lens and inclusion of YYA voice

GOAL 4: The community acts with urgency to swiftly assist YYA to move into permanent or non-time-limited housing options with appropriate services and supports to prevent future entries into homelessness.

4.1 Increase low-barrier, permanent, non-time-limited housing options, especially for our community's subpopulations

4.2 Provide tailored services and resources to support YYA in their progress towards educational, vocational, and employment goals

4.3 Ensure all YYA have access to services and support networks which remove barriers and enable them to secure stable housing

GOAL 5: The community has resources, plans, and system capacity in place to continue to prevent and quickly end future experiences of homelessness among YYA.

5.1 Establish ongoing cross-system community collaboration between YYA services such as housing, DCYF, physical and behavioral health, education systems, juvenile justice and jail systems, work force organizations, and other community members

5.2 Develop a policy agenda that improves and reforms current systems and practices that inhibit YYA from accessing services (e.g. RHY, substance use, criminal history, family, gender/sex, permissions, licensing, etc.)

- 5.3** Promote the utilization of trauma-informed, culturally responsive, and positive youth development practices by organizations that serve YYA
- 5.4** Build a culturally-informed network of service providers, community members, and business owners that can connect at-risk and homeless youth to services
- 5.5** Pursue funding and adequate resources beyond YHDP funding to support the community's efforts to prevent and end youth and young adult homelessness
- 5.6** Ensure meaningful YYA participation in all planning, implementation, and evaluation of the CCP
- 5.7** Utilize an equity lens in the development, implementation, and continuous quality improvement process of the CCP to ensure all YHDP projects and CCP action steps address the needs of all YYA subpopulations, including those that are marginalized and underserved

Spotlight: Trauma-Informed Care

The Snohomish County Children's Wellness Coalition (CWC) was formed in 2015. Through collaboration with Snohomish County and community partners, trauma-informed care was brought to the forefront for strengthening communities across the Snohomish County. The CWC is comprised of more than 50 agencies from across the County, and serves as a common platform for community collaboration. In March 2018, over 30 local organizations participated in Compassion, Appreciation, Resilience, and Empowerment (CARE) Trauma-Informed Practices Training of Trainers, and the CWC supported training of 30 more community organizations in January 2019. By participating in this training, these community organizations committed to utilizing the standards of practice set forth by the CWC regarding trauma-informed practices (TIP) within their agencies and providing a cross-section of staff to participate on the Trauma-Informed Leadership Team (TILT) which drives the transformation within the organization. The CWC meets monthly to bring the community together to provide support and opportunities for problem solving across the County.

Snohomish County has also focused on bringing TIP to schools throughout the County. We have done this by facilitating opportunities for school districts to participate in expert consultation with an organization specializing in evidence-based practices regarding TIP in schools. Currently TIP is being implemented in 23 schools (elementary, middle, and high school levels) across Snohomish County. Each participating school district commits to a two-year collaboration with the TIP consultants to allow for in-depth training, consultation, and implementation. Complementing the TIP programs, Snohomish County collaborates with school districts to fund Student Support Advocates (SSA), which places a care coordinator in a school to help identify at-risk students' needs and connect students and families with relevant services both in and outside of the K-12 systems. SSAs focus on students who are at high risk for behavioral health issues.

Additionally, Snohomish County collaborates with community organizations to offer direct services that employ TIP. These include Strengthening Families, a nurse family partnership program, school-based support services (separate from SSAs), youth mental health counseling at a local youth shelter, and school-based co-occurring disorders services (separate from SSAs). Snohomish County sponsors an annual youth and family wellness fair in the community that brings together more than 65 local partner agencies in one place for the community to visit and engage.

GOVERNANCE STRUCTURE

PLANNING & COLLABORATION

Developing and nurturing partnerships is an essential component to implementing our community's vision and achieving the goals outlined in the CCP. Although Snohomish County has a strong history of collaboration to respond to homelessness in our community, partnerships were expanded to further engage participation by organizations and systems that serve YYA who are at-risk of and experiencing homelessness. Each partner has been engaged in the development of the CCP and is committed to its implementation. See Appendix C for a complete list of partners. The following groups have been especially integral during the planning and development of the CCP:

YHDP Team

The YHDP Team is made up of representatives from our local government (including Behavioral Health, the CoC lead, HMIS, and Research); the Department of Children, Youth, and Families (DCYF); the Youth Action Committee (YAC); and, Cocoon House, a YYA homeless housing provider. The team began meeting in August 2018 and met weekly during the course of the initial planning process. The Team also acts as the liaison with the YHDP Technical Assistance Collaborative, including multiple site visits by the CSH technical assistance providers. The Team's charge is to provide the backbone to the local YHDP work and ensure the CCP includes all the required elements. The Team helped synthesize the ideas and recommendations coming from the community partners and the YAC, and then presented the work to the Youth Homelessness Initiative Committee (YHIC) and other decision-making bodies.

Community Stakeholder Workshops

During the course of the planning process, a variety of community partners from a broad section of systems and sectors that serve YYA were engaged through a series of Community Stakeholder Workshops. The participants provided input and expertise to assist in the development of strategies, action steps, and projects. (See Appendix C for a complete list of agencies/partners that participated in the workshops)

Workshop 1:

Topic: YHDP context and level-setting; strategy discussion

Outcome: Reviewed data and identified needs/gaps; identified potential strategies

Workshop 2:

Topic: Strategies and action steps

Outcome: Reviewed additional data regarding needs, gaps, and risk factors; refined strategies (reviewed, added, etc.); identified action steps to achieve strategies

Workshop 3:

Topic: Coordinated Community Plan projects

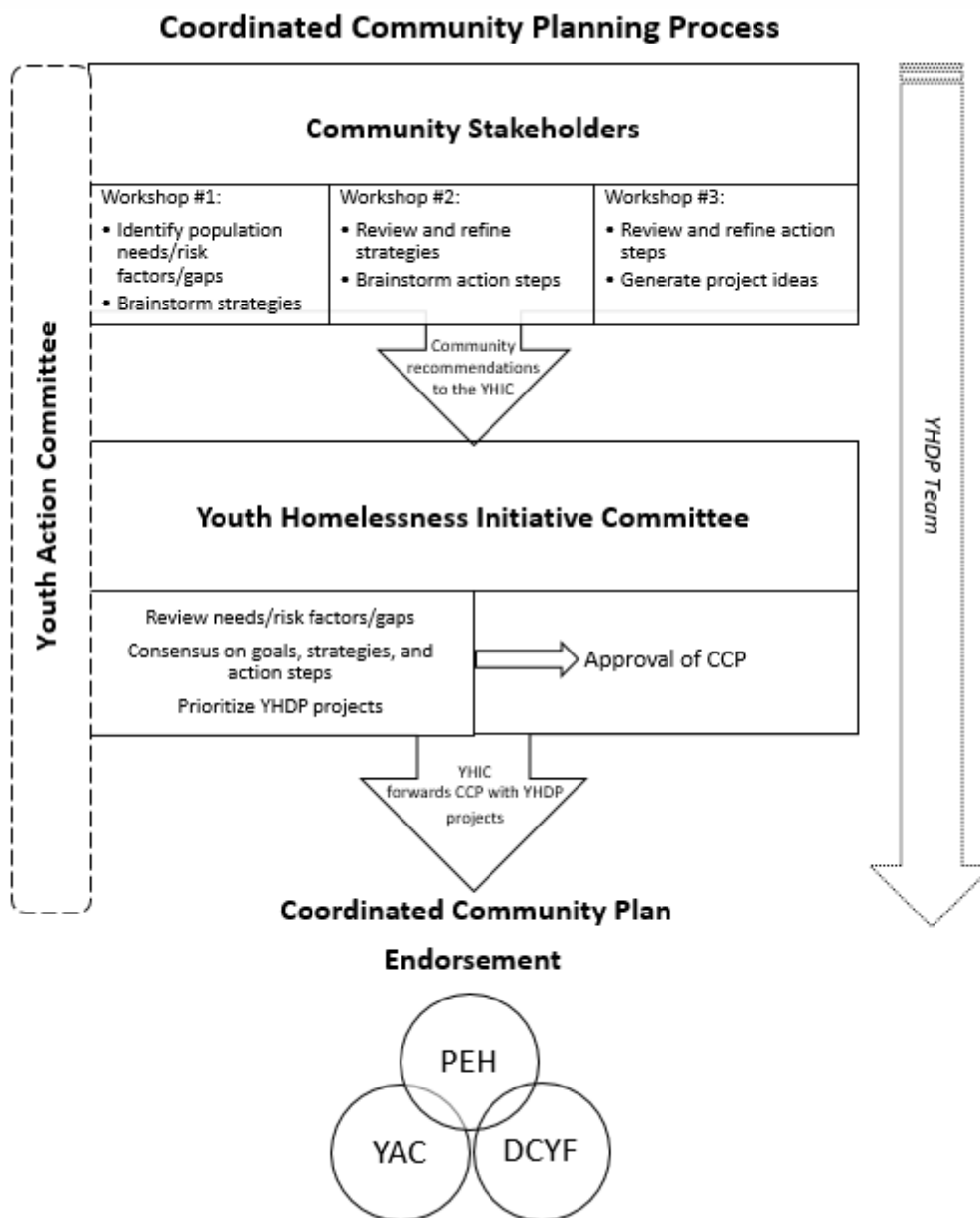
Outcome: Generated project ideas to address needs, including YHDP-eligible projects

Youth Action Committee (YAC)

The YAC is a group of YYA with lived experience in homelessness or housing instability. Although the YAC was created as a formal committee of the Continuum of Care (CoC) back in 2016 when the CoC submitted their first YHDP application, the group had struggled with focus and continuity of membership.

The YHDP award in the Summer of 2018 provided the catalyst to strengthen the role of the YAC in our local CoC work, and specifically the planning related to the CCP. In recognition of the importance of the YYA voice in this work, YAC members receive monetary compensation for their expertise and participation.

Since September 2018 the YAC has met every two weeks to develop ideas and provide input on the development of the CCP, including the strategies, actions steps, and YHDP projects. In addition, members of the YAC participated in the Community Stakeholder Workshops and sit on the YHIC. The YAC Chair is also a member of the YHDP Team and sits on the Partnership to End Homelessness (PEH).



DECISION-MAKING BODIES

The decision-making process for the Youth Homelessness Demonstration Program and our local Coordinated Community Plan is consensus-based, with each of the three primary bodies (Partnership to End Homelessness, Youth Action Committee, and Department of Children, Youth and Families) having one collective vote on the approval of the final submission of the CCP and the YHDP projects. The Youth Homelessness Initiative Committee (YHIC) facilitates a collaborative and inclusive process for moving towards agreement throughout the planning and implementation of the CCP since representation from all three decision-making bodies have representation on the YHIC.

The following entities represent the decision-making bodies for the CCP:

Partnership to End Homelessness (PEH)

This is the decision-making body of the Continuum of Care (CoC) and is organized to ensure that organizations serving individuals experiencing homelessness are working in collaboration with a mission to end homelessness. The PEH is comprised of over thirty members representing funders, government officials, system partners, service providers, and individuals with experiences of homelessness that approve and oversee all CoC activities, including the YHDP work.

Youth Action Committee (YAC)

The role of youth and young adults is critical in the CCP planning and implementation process. The YAC is comprised of individuals with diverse backgrounds and lived experience with housing instability or homelessness. They represent a broad range of youth and young adults, including YYA living in more rural parts of the County. The YAC provided insight and expertise in the CCP planning process by generating ideas for system innovation; providing feedback on strategies and action steps to reach our goals; and incorporating YYA specific needs into projects developed.

Once the CCP is approved, the YAC will be responsible for the following ongoing activities:

- Support the implementation of continuous quality improvement (including the review of the quarterly data dashboard reporting), track progress on implementation of projects, and assess the impact/outcomes of projects
- Provide technical assistance and identify areas for improvement; making recommendations for refinement/adjustments/course correction
- Coordinate with relevant PEH committees/work groups as applicable
- Participate in the review and propose updates to the CCP on an annual basis, or as needed

Department of Children, Youth, and Families (DCYF)

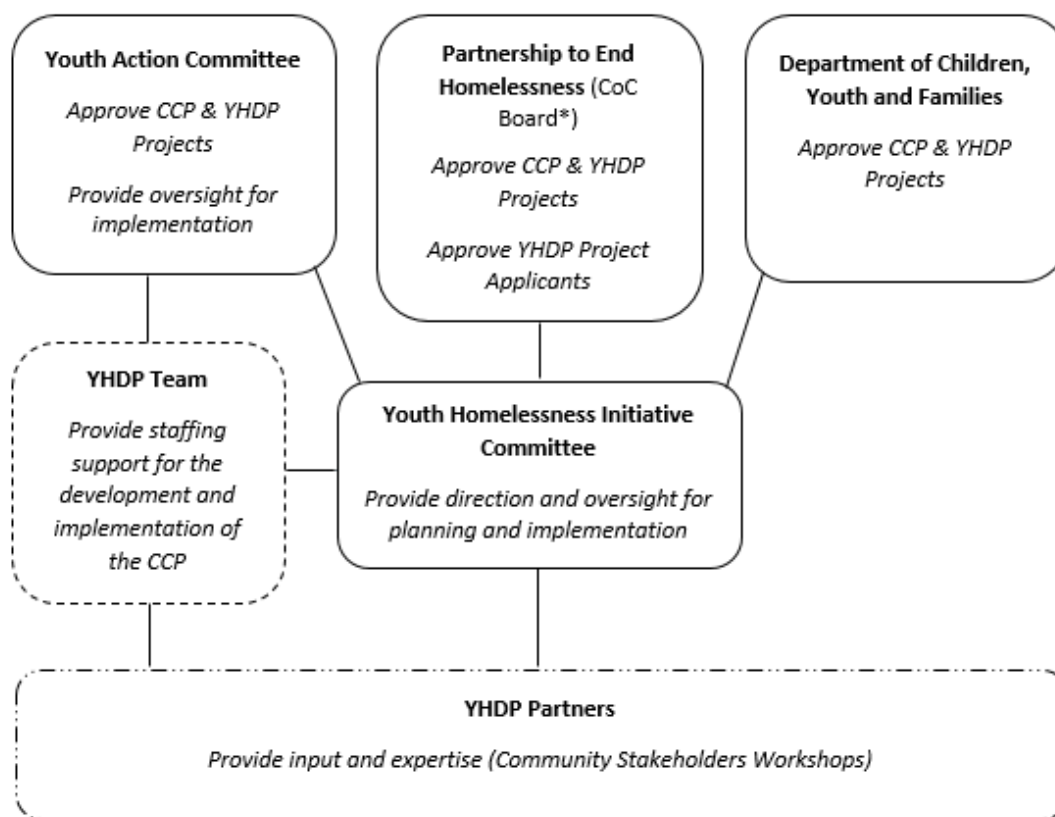
DCYF was an active partner throughout the development of the CCP; representatives from DCYF provided input and expertise on strategies and interventions through participation at the Workshops, the YHDP Team, and the YHIC. DCYF will continue their involvement throughout implementation through their participation on the YHIC and the YHDP Team, as well as maintaining a collaborative partnership in the development and implementation of the YHDP projects.

Youth Homelessness Initiative Committee (YHIC)

The YHIC is comprised of key community partners, including representatives of all the decision-making bodies: PEH, YAC, and DCYF; as well as additional system partners (such as juvenile justice, public education, and health care), direct service providers, funders, and local government. The YHIC met regularly during the development of the CCP and will continue to provide ongoing oversight and accountability of the CCP implementation by:

- Evaluation of quarterly data dashboard reporting
- Tracking the progress of YHDP project implementation, including project outcomes
- Incorporating authentic collaboration with the YAC to ensure youth voice in the implementation of the CCP
- Identifying areas for improvement; making recommendations for refinement/adjustments/course correction
- Coordination with other community committees and systems that intersect with the CCP
- Coordination with relevant PEH committees/work groups as applicable
- Participation in updates to the CCP on an annual basis, or as needed

YHDP Decision-Making Structure



*CoC Board includes local government

YHDP FUNDING DECISIONS

In alignment with the existing local CoC Application Process, the following process will be undertaken to select the YHDP Project applicants:

1. The CoC Application Oversight Committee (AOC) is designated by the Partnership to End Homelessness (PEH) CoC Board to review and approve the Request for Proposals (RFP) scoring criteria. For purposes of the YHDP Application Submission Process, the AOC shall include representation from the Youth Action Committee (YAC), and incorporate input from the Youth Homelessness Initiative Committee (YHIC).
2. The Project Review Committee (PRC) is responsible for reviewing and scoring the project applications according to AOC-approved scoring criteria and selecting the applicants for YHDP funding. For purposes of the YHDP Application Submission Process, the PRC shall include representation from the YAC.

3. The AOC has the authority to approve or reject the PRC's funding recommendations.
4. Once approved by the AOC, the final funding recommendations will be provided to the PEH for approval.
5. Snohomish County is authorized by the PEH to submit the YHDP Applications to HUD once the PEH review process is complete.

Snohomish County, the Collaborative Applicant for the Everett/Snohomish County Continuum of Care (CoC), is a designated Unified Funding Agency and is the lead agency responsible for completing and submitting applications for CoC Program funding on behalf of the CoC. The County's Office of Community and Homeless Services (OCHS) performs this function.

INNOVATIVE YOUTH & YOUNG ADULT PROJECTS

Snohomish County CoC was awarded \$2,387,592 (\$1,193,796 annually for two years) in YHDP Funding. The coordinated community planning process provided a venue for community stakeholders and YYA to contribute to the development of the projects selected to receive YHDP funding. Over a course of multiple community stakeholder workshops and additional work sessions with the YHIC and YAC, the following projects were selected for YHDP funding. In addition to local/state/national data on needs and gaps, our community used the results of a system modeling process to develop the ideal homeless response system for YYA.

Snohomish County is committed to right-sizing our homeless housing stock and services based on typology and needs of YYA so we can improve our efficiency and effectiveness in housing more YYA. Our local system is comprised of various programs and interventions, some more interconnected and coordinated than others. YYA in our community have unique experiences through the system to ultimately achieve housing stability. The pathways that YYA take—which programs they access and how long they are in each program— all have impacts on the system. Modeling provides a framework to determine the amount of each intervention to provide based on assumptions about the annual inflow of YYA seeking assistance (overall and for priority populations), the share of those YYA that will need different types of interventions, and the time spent in each intervention. With technical assistance provided by Corporation for Supportive Housing (YHDP TA), the YHDP Team utilized local data and a modeling tool created by Abt Associates to develop inventory targets for each system component for the two populations. The chart in Appendix D identifies the ideal components of our desired homeless housing service system for YYA. The results of the system modeling process were utilized by the YHIC and the YAC, in conjunction with the input provided by the community partners, in the selection of the YHDP Projects.

For purposes of the CCP our community is using a broader definition of YYA homelessness, which encompasses the unique needs of the population, however due to HUD funding requirements the YHDP projects will utilize the HUD CoC definitions of homelessness (see Appendix A).

YHDP PROJECTS

Permanency Navigator Team

Program Description: This project will provide a team of mobile permanency navigators that will work with youth under 18 to identify community resources and secure safe, viable housing options. This team will provide consistent support to youth regardless of which homeless response system services they are enrolled in, therefore building important relationships and continuity for the youth. Enhancing positive youth development and cultivating strong relationships with the youth being served will be at the center of this Team's work.

The Permanency Navigator Team will consist of one project lead, four navigators, and one peer mentor. In order to better suit the unique needs of our youth and build out cross-system coordination, navigators will have tailored knowledge to share resources, system linkages, and community connections with the youth they are serving as well as each other. The Team will work in partnership with Denney Juvenile Justice Center, the Department of Children, Youth and Families (DCYF), behavioral health services, and the school districts to identify youth and coordinate services. For example, Snohomish County is working with the SAJE Center (see Spotlight on page 18) to incorporate the research based model components for youth with juvenile justice involvement into the Permanency Navigator Team project. In addition, the Team will collaborate with homeless housing providers and Community Resource Centers. Regular case conferencing will occur between the Team and these cross-sector partners to quickly identify, engage,

and assist YYA who are at-risk of becoming homeless or who are currently experiencing homelessness with the resources and services they need to achieve housing stability.

Working with youth from coordinated entry intake through housing placement, the Team will have the ability to provide continued support until the youth reach housing stability. This process will also account for self-identified housing placements by youth through natural supports such as family, friends, and other kinship care opportunities. The Team will provide after care once placed in housing to ensure smooth transitions and consistent support. Barriers to services will be minimized, including movement between systems and housing situations or youth aging out of the project target age range.

The Team will receive regular trainings on motivational interviewing, trauma-informed care, positive youth development, and cultural competency to enhance staff's ability to meaningfully serve youth. As identified by our YAC, a hiring preference for the Team will be given to individuals with lived experience of homelessness.

- *Target Population:* Youth under 18 (upon program entry)
- *HUD Homelessness Definition:* Categories 1, 2, and 4
- *HUD Project Type:* Supportive Services Only
- *Timeframe:* Coordinated Entry intake to housing placement (up to 60 days) and up to six months of aftercare
- *Projected Number Served:* 85-100 youth served at any given time
- *Outcomes:*
 - 90% of program participants will exit to permanent housing, which may include reunification with family through navigator service
 - Decreased number of youth returning to homelessness from housing
 - Decrease the number of days youth experience homelessness
- *2 Year YHDP Budget:* \$900,000 - \$1,000,000 (\$450,000 - \$500,000 annually)
- *Responsible Organization:* This project is still in the planning phase and the responsible organization(s) will be identified through a competitive Request for Proposals Process (RFP) in the Spring of 2019

Joint Transitional Housing - Rapid Rehousing

Program Description: This project highlights a new housing model, which allows for both short-term crisis stability and long-term permanent housing placements by using two existing homeless housing interventions, transitional housing (TH) and rapid rehousing (RRH). The Joint Transitional Housing – Rapid Rehousing project will provide young adults with crisis housing coupled with supportive services and a route to permanent housing through tenant based rental assistance and support services.

Young adults in our community do not currently have a specific crisis housing option for their age group and may be hesitant or experience challenges utilizing adult shelter programs. The TH component of this project will address this gap by providing young adults with an immediate housing option tailored to their unique needs. Transitional housing units may be provided either through master leased units, scattered site rental units, or host homes, based on availability and participant choice. Host homes for the young adults will provide opportunities for the participants to remain connected to the community where they are staying, attending school, and having family or other critical personal connections. This will allow additional flexibility and supports for specialized populations (e.g. youth of color, LGBTQIA, etc.) and young adults from more rural communities.

The RRH component will provide housing search and short- and medium-term rental assistance to move homeless young adults as rapidly as possible into permanent housing. RRH will be offered without preconditions — like employment, income, absence of criminal record, or sobriety — and the resources

and services provided will be tailored to the unique needs of the young adult. The model is consumer-driven and the services and housing options provided will be tailored to household needs and priorities as much as possible. Project participants will be assisted in locating housing of their choice in the private rental market. For this population, the most appropriate housing situation may involve sharing housing with others. The level of rental assistance provided will be tailored to the program participant's income, slowly building financial independence as income increases for the young adult.

This Joint TH-RRH project will utilize Housing First practices and incorporate youth-choice during placement and participation of all program components and services. For example, a program participant may only need a temporary stay in TH, but they would also have access to financial assistance and supportive services that traditionally comes with RRH. This also includes the option for program participants to enter directly into RRH without first going into TH. Supportive services connected to both the TH and RRH components will include housing stability services, education and employment services (dedicated staff), life skills trainings, and opportunities to develop permanent connections for improved social and emotional well-being. Connecting participants with social supports and mainstream resources for stabilization will be critical components to the Joint TH-RRH project.

- *Target Population:* Young Adults (18-24)
- *HUD Homelessness Definition:* Categories 1, 2, and 4
- *HUD Project Type:* Joint Transitional Housing/Rapid Rehousing Component; Potential waivers:⁵³
 - Extending maximum length of assistance beyond 24 months, up to 36 months
 - Waiving the requirement for a minimum 12 month lease by the participant
 - Allow young adults to come in and out of rental assistance until the age of 25, up to the maximum amount length of assistance.
- *Timeframe:* Short-term placement (target is an average of 60 days) in TH while securing permanent housing. The length of RRH services and rental assistance support will vary utilizing a progressive engagement model based on the unique needs of each individual (up to 36 months, if needed).
- *Projected Number Served:* 30-50 young adults annually between both TH and RRH components
- *Outcomes:*
 - 80% of exits will be to permanent housing
 - Of those who obtain permanent housing during enrollment, 90% will retain or exit to permanent housing
 - Fewer than 5% of those who exit to permanent housing will return to homelessness within 24 months of their project exit.
 - 75% of young adults will increase earned income between enrollment and exit
- *2 Year YHDP Budget:* \$1,388,000 - 1,488,000 (\$694,000 - \$744,000 annually)
- *Responsible Organization:* This project is still in the planning phase and the responsible organization(s) will be identified through a competitive Request for Proposals Process (RFP) in the Spring of 2019

PROJECTS NOT SELECTED FOR YHDP FUNDING

Several innovative projects were identified through the coordinated community planning process, but due to YHDP funding limitations and eligibility criteria were not selected to receive YHDP funding. However,

⁵³ Under YHDP, HUD encourages applicants to design projects that will allow them to address the actual needs of the homeless youth they serve and will consider regulatory waivers. If approved, the waiver would remain in place for the project through the renewal process of the annual CoC competition.

the community is committed to identifying and pursuing funding and adequate resources beyond YHDP funding to support the community's efforts to prevent and end youth and young adult homelessness, including the following projects. Although these projects were not selected for YHDP funding, the YAC and YHIC will reassess the viability of these projects in their annual review of the CCP.

Host Homes for Youth

The Host Home project would provide a flexible and cost-effective model for providing stable housing and supports for youth through facilitation of natural community supports. This model has been identified as a promising strategy for specialized populations such as youth who are of color, identify as LGBTQIA, are pregnant and/or parenting, or are located in rural areas of our community. Using a careful screening process, host home candidates would be identified and matched accordingly to youth in need of housing (including self-identified housing options such as family, friends, etc.). All host home candidates would receive proper training and access to supportive resources needed to house and provide for youth placed in their home. The length of time in a Host Home Program would vary depending on the needs and preference of each youth. The Host Home program could work closely with the YHDP funded Permanency Navigator Team, as well as develop cross-system partnerships with School Districts, Denny Juvenile Justice Center, DCYF, Family Resource Centers, and the Behavioral Health System.

Expansion of Outreach Services

With expanded and tailored outreach services we would be able to adequately serve YYA throughout our County, especially in more rural regions. The development of a behavioral health mobile response team would provide triage and coordinated entry services, connecting YYA to available treatment services, crisis beds, and/or temporary housing placements. YYA who identify as LGBTQIA could be better served through specific outreach and care coordination efforts such as in-home supports, family education, and connections to respite housing or host home placements.

Low-Barrier Transitional Housing for Youth

This project would provide temporary or long-term housing placements for youth up to 18 experiencing homelessness. This transitional housing model would serve our highest need youth who have previously experienced barriers into housing because of being a registered sex offender, having a criminal record, or demonstrating poor behavior often due to trauma or undiagnosed mental health. The housing would also incorporate supportive services such as care coordination, co-occurring counseling/treatment, housing assistance, and exit planning.

Rapid Rehousing 2.0

This stand-alone RRH project would provide rapid placements into permanent housing for young adults who have previously been unable to stabilize in housing. Utilizing YHDP waivers from HUD, this project would have incorporated more flexibility in the model to meet YA population and local market barriers (e.g. extend assistance up to three years; allow for lease agreements less than one year). The key components of this model will be incorporated into the Joint TH-RR project that was selected for YHDP funding.

Low-Barrier Employment Services

The development of and expanded low-barrier employment services program could greatly improve employment outcomes for YYA in our community. Supportive services connected to this program would include job/occupational training, job referrals, financial literacy education, mentorship matching, pathways to education, childcare, and transportation. Special efforts would be made for YYA who may have criminal records, need childcare assistance, or lack general work experience. Partnerships would be

made with current employment organizations such as WorkSource as well as juvenile justice, school districts, and the County for YYA.

Community Campaign (Resource Awareness/Outreach)

This project would bring together a variety of community organizations and businesses who are committed to assisting our YYA who are experiencing homelessness. Through a community campaign, our civic partners would increase capacity to provide information on available resources as well as how to access them. Staff at participating locations would receive trauma informed care and cultural competency trainings to ensure safe and supportive spaces for YYA. The purpose would be to create an identifying symbol which organizations would publicly display, indicating to YYA they can use services or resources there. These would include free Wi-Fi, bathrooms, charging outlets, phones, monthly community resource lists, etc.

GUIDING PRINCIPLES & SUBPOPULATION STRATEGIES

Our community has committed to using USICH's core outcomes and guiding principles as we strive to prevent and end youth and young adult homelessness in our County. The below chart synthesizes how we incorporate these key USICH elements throughout our CCP and into our community's strategies, action steps, and YHDP selected projects.

USICH Framework/Core Outcomes	
Stable Housing	<ul style="list-style-type: none"> The YHDP mobile Permanency Navigator Team project will work with youth to identify community resources and secure safe, viable housing options, including prevention, reunification, and connections to long-term housing placements. Referrals to identified supportive services will be available to youth in particular who have been involved with foster care or juvenile justice systems, as well as youth identified through public schools and other outreach efforts. These supports will help stabilize youth, ensure consistency, and provide smooth housing transitions. The YHDP Joint TH-RRH Component project will provide young adults with crisis housing coupled with rental assistance and services. The services will be determined by the participant and focused on moving the young adult quickly to permanent housing with available supportive services to support housing stability.
Permanent Connections	<ul style="list-style-type: none"> All YHDP project direct service staff will cultivate strong relationships and permanent connections with YYA upon entrance of a program or service to ensure success of YYA in moving forward out of homelessness. All YHDP projects will strive to incorporate permanent connections to address the unique housing and emotional needs of each YYA through individualized and client driven services. Through new partnerships, our community has committed to expanding targeted outreach efforts to connect with YYA who have experienced sexual exploitation, trafficking, or violence; have criminal justice system involvement; are in a foster care placement; or, have a substance use disorder.
Education/ Employment	<ul style="list-style-type: none"> The YHDP mobile Permanency Navigator team and YHDP Joint TH-RRH Component project staff will assist YYA with educational attainment and employment services. <ul style="list-style-type: none"> In these programs, YYA will receive supports and resources needed in order to graduate high school, complete a GED, and/or attend college or other vocational programs. YYA will also be connected to employment resources that will assist in their development of professional skills. Our community will continue to explore partnerships with employers who increase employment opportunities that provide flexible schedules for YYA.
Social-Emotional Well-being	<ul style="list-style-type: none"> All YHDP project direct services staff will receive information on behavioral health services that are affordable and easily accessible for YYA. All YHDP project direct service staff will assist YYA with making connections to positive social groups, particularly for special populations such as YYA who are pregnant and/or parenting; identify as LGBTQIA; have a substance use disorder; or have experienced sexual exploitation/trafficking/violence.

Special Populations	
Youth (youth under the age of 18)	<ul style="list-style-type: none"> The YHDP mobile Permanency Navigator Team project will support youth from coordinated entry intake, through housing placement, and until the youth obtains permanent stabilization. In particular, these Navigators will identify needed community resources; secure safe housing placements, including reunification and informal kinship care opportunities with natural supports such as friends and family; and support exit planning from juvenile justice and child welfare. Partnerships with public schools (McKinney Vento liaisons, Student Support Advocates, etc.) will be made to identify and connect them with the YHDP mobile Permanency Navigator Team.
LGBTQIA	<ul style="list-style-type: none"> All YHDP project staff will receive cultural competency training to ensure LGBTQIA YYA are treated with respect and feel comfortable in a safe, harassment free environment. All YHDP projects will cultivate services unique to LGBTQIA YYA and prioritize the hiring of staff that reflect the population they serve. Our community will continue to explore opportunities to expand support and enhance capacity for cultural competency training within schools, service providers, health care providers, and law enforcement. Our community will continue to explore avenues for improved access to physical and behavioral health services, support groups, and other resources for LGBTQIA YYA.
YYA of Color	<ul style="list-style-type: none"> All YHDP project staff will receive racial equity training to ensure YYA are treated with respect and feel comfortable in a safe, harassment free environment. All YHDP projects will cultivate services unique to YYA of color and prioritize the hiring of staff that reflect the population they serve. The HMIS and Snohomish County OCHS team will utilize an equity lens to track and analyze program and system level performance. Our community will continue to explore opportunities to expand support and enhance capacity for cultural competency training with schools, service providers, health care providers, and law enforcement.
Pregnant and/or Parenting	<ul style="list-style-type: none"> All YHDP project direct service staff will have the capacity to refer pregnant and parenting YYA to physical and behavioral health services (prenatal care and postpartum depression), public benefits programs, and ECAP programs to assist with basic child needs, early child development, and their overall well-being. All YHDP project direct service staff will aid pregnant and parenting YYA with access to flexible, affordable, and quality child care for their children. Our community will continue to explore partnerships with employers who increase employment opportunities that provide flexible schedules for pregnant/parenting YYA.

YYA Involved with Juvenile Justice and/or Jail	<ul style="list-style-type: none"> • The YHDP mobile Permanency Navigator Team project will establish partnerships with Denney Juvenile Justice to ensure youth referrals into housing and expand exit planning strategies. • The YHDP Joint TH-RRH Component project will provide services and supports for transition age youth, 18-24, who are exiting out of juvenile justice and jail systems. • Partnerships will be made with dedicated staff involved with juvenile justice and jail systems, school districts, hospitals, workforce development, and the DCYF to identify and connect YYA with appropriate resources.
YYA Involved with Foster Care	<ul style="list-style-type: none"> • The YHDP Joint TH-RRH Component project will provide services and supports for transition age youth, 18-24, who are exiting foster care. • Partnerships will be made with dedicated staff involved with juvenile justice and jail systems, school districts, hospitals, workforce development, and the DCYF to identify and connect YYA with appropriate resources. • All YHDP projects will incorporate Positive Youth Development and Trauma-Informed Care practices with YYA services to address any history of abuse, neglect, or other Adverse Childhood Experiences (ACEs).
Victims of Trafficking, Exploitation, and/or Violence	<ul style="list-style-type: none"> • All YHDP projects will provide safe places for YYA to report instances of abuse/exploitation that are confidential and connect them to appropriate services. • All YHDP projects will incorporate Positive Youth Development and Trauma-Informed Care practices with YYA services to address any history of abuse, neglect, or other ACEs. • Our community will continue to explore partnerships with the Sexual Exploitation Intervention Network (SEIN) of Snohomish County to increase the availability of resources and strengthen support for YYA. • Our community will research and develop a housing model that is best able to serve Commercially Sexually Exploited Children (CSEC) YYA (e.g., voluntary, confidential, flexible expectations) which utilizes peer support for CSEC who have moved on and want to support others.

Positive Youth Development, Trauma-Informed Care, and Family Engagement

- All YHDP projects will connect YYA to positive adult and peer mentors to cultivate strong relationships, build strength, and enhance resiliency to help overcome adversity important for the social and emotional well-being of YYA.
- We will continue to utilize the YAC as well as YYA participating in supportive services to identify current legal and policy barriers and contribute to the development of local YYA policy agendas.
- All YHDP projects will provide trauma-informed, cultural competency, and positive youth development trainings for all staff to ensure respect, sensitivity, and adequate support for YYA experiencing homelessness or a crisis.
- All YHDP project direct service staff will assist YYA with access to trauma-informed behavioral health services, including mental health and substance abuse disorders.
- Our community will continue to provide support and enhance capacity for physical and behavioral health providers, housing providers, and direct services staff to receive specialized trauma-informed care training.
- We will continue to empower the YAC to guide Snohomish County's strategic efforts in preventing and ending YYA homelessness, including inviting YYA to participate at every stage of the community's planning, implementation, and evaluation.
- The YHDP mobile Permanency Navigator Team will promote and increase access to family engagement programs for youth, members of their family, or members of a natural support system.
- All YHDP project direct service staff will receive training in mediation approaches to alleviate family crises and conflicts; assess barriers to accessing reunification programs.

Immediate Access to Housing with no Preconditions

- All YHDP funded projects will have no preconditions to access services or housing options.
- The YHDP Joint TH-RRH Component project will utilize Housing First practices.

Youth Choice, Individualized, and Client-Driven Supports

- All YHDP projects utilize youth choice and will be voluntary, including the option for YYA to decline housing or supportive services.
- All YHDP projects will provide individualized services and housing options to address the unique needs of YYA.
- Our community will continue to incorporate meaningful youth collaboration in all planning, implementation, and evaluation of the Coordinated Community Plan.
- Our community will develop a trauma-informed youth specific survey that incorporates youth voice to capture data on at-risk and unsheltered YYA.

Social and Community Integration

- We will continue to support and empower the YAC to become more involved in community building processes and local policy advocacy.
- All YHDP projects will connect YYA to positive adult and peer mentors to cultivate strong relationships, build strength, and enhance resiliency to help overcome adversity important for the social and emotional well-being of YYA.
- Our community will continue to explore partnerships with community organizations for volunteer opportunities that provide flexible schedules and help develop applicable skills for YYA.

Coordinated Entry

- The YHDP mobile Permanency Navigator Team will support youth from coordinated entry intake, through housing placement, and until the youth obtains permanent stabilization.
- Snohomish County OCHS will review and refine the assessment tool to more adequately assess the unique needs of YYA and specific subpopulations with an equity lens and inclusion of YYA voice.
- Our community will provide coordinated supportive services that are individualized and unique to our YYA subpopulations, including emergency resources, prevention, and rapid exit resources.
- Our community will establish policies and procedures that consider unique circumstances of YYA, as well as the factors of vulnerability, which inhibit access to housing and other supportive services.

PERFORMANCE MANAGEMENT & CONTINUOUS QUALITY IMPROVEMENT

As our community embarks on this important initiative, it is imperative that we undertake continuous quality improvement and regular evaluation of our local data to ensure we are achieving our goals. We look forward to learning from the implementation of our CCP through ongoing evaluation. We are committed to making refinements and necessary course corrections based on new findings within our community and the work in other YHDP communities.

In 2016, the County's Human Services Department (HSD) began the Data Driven Culture Initiative (DDCI), which has resulted in the development of sustainable tools and processes necessary to create and maintain a healthy data ecosystem, while also driving more immediate and effective responses to homelessness. This has contributed to the development and expansion of dashboards and data collection to improve education and performance. As a result, the HSD directly aligns project performance and benchmarks with system level performance measures and benchmarks. System Performance and System Snapshot dashboards have aided the CoC in their effort to better understand successes and challenges of the homeless housing system, which allows for more informed policy/funding decisions and data directed strategies. As the lead agency, HSD will leverage the work of DDCI into the performance management and continuous quality improvement process (CQI) for the CCP, ensuring the evaluation efforts of the CCP leverage and align with the broader CoC system performance work.

DATA COLLECTION & PERFORMANCE MANAGEMENT

The Snohomish County Homeless Management Information System (HMIS) is utilized by agencies that provide housing and needed services to those who are homeless or at-risk of homelessness. Programs targeted for participation include outreach services, supportive services for homeless persons, homelessness prevention, emergency shelter, transitional housing, rapid rehousing, other permanent housing, and permanent supportive housing. Additionally, the coordinated entry system is housed within HMIS.

The CoC actively recruits new homeless projects to HMIS for YYA-dedicated projects by:

- Allowing free participation (i.e., no HMIS participation fees);
- Demonstrating how participation in HMIS helps agencies better understand their program and tell their story to funders; and
- Sharing with agencies that adding their data to the system enhances the community's understanding of homelessness and efforts to prevent and end homelessness.

All agencies provide dedicated beds for homeless YYA participating in HMIS. Similarly, all YHDP-funded projects will be required to enter their data into HMIS, and any new partners will participate in required training prior to receiving access to HMIS.

CONTINUOUS QUALITY IMPROVEMENT

To help ensure success of the CCP and the implementation of the YHDP projects, the YHDP Team will implement a continuous quality improvement process (CQI). The CQI process will allow the YHDP Team, Youth Action Committee, and Youth Homelessness Initiative Committee to evaluate the implementation of the CCP, identify needed refinements/updates, and apply changes in a timely manner.

To assess progress and outcomes associated with the CCP activities, the following will be conducted:

- The YAC voice will be infused within the planning, implementation, and evaluation of the YHDP-funded projects. The YAC will be used as technical assistants in the on-going continuous learning and improvement process.
- YHDP-funded projects will incorporate YYA voice, providing opportunities for participants to share their thoughts on how services can be strengthened or improved.
- YHDP-funded projects will be asked to provide quarterly reports to the HSD regarding their successes, and barriers to implementation so that challenges can be proactively addressed and opportunities to strengthen impact can be capitalized.
- As the YHDP lead agency, the HSD will be responsible for providing a quarterly dashboard to the YHIC and YAC, highlighting our community's progress toward meeting our goals and timeline milestones.
- Performance management at the system level will leverage the work by the existing Data and Analysis Committee (DAC), a formal subcommittee of the Partnership to End Homelessness Board. The DAC focuses on county-level homeless housing data driven by the DDCI and identifying/coordinating with systems that collect data within Snohomish County. The DAC reviews system performance and recommends data analysis plans related to YYA homelessness. Adding to the strengths of the DAC, one committee member works for an YYA homelessness organization and has YYA homelessness experience.
- Any performance or timeliness issues will be evaluated by the HSD and shared with the YHIC and YAC for consideration of possible resolutions.

Over the course of the coming months, the YHIC will work to refine the CQI plan to include:

- ✓ Using current data and projections to set baseline project outcomes to measure on a quarterly basis (beginning Q2 2019)
- ✓ Using current data and projections to set baseline outcomes on system performance goals and set short-term/long-term benchmarks to get to zero homelessness occurrences, continuing to use modeling tools as investments change and system performance improves
- ✓ Incorporating the ongoing work of the PEH DAC to include data analysis in their ongoing evaluation efforts and dashboards and to share findings with the CoC and local partners

The YHIC and YAC will review the established dashboards and other relevant data/information to determine when adjustments or technical assistance are needed. Evaluation will occur on a quarterly basis, however, any course corrections will not occur until at least six months after implementation in order to allow for a project startup period.

The YAC and YHIC will review and propose updates to the CCP on an annual basis, or as needed, incorporating all implementation and evaluation learnings. The YHIC and YAC shall discuss and reach consensus on desired changes and will make recommendations to the decision-making bodies, as needed.

Spotlight: Coordinated Entry Continuous Improvement Project

The homeless housing and service system must rapidly respond to people in need by prioritizing the most vulnerable and providing equitable access to safe, stable, and affordable housing. Comprehensive and coordinated outreach ensures that people in need have equitable access through the coordinated entry (CE) system to safe, stable, and affordable housing. Snohomish County began developing and implementing CE in 2012, with system-wide, full implementation rolling out in 2015. Although CE is fully operational and has been built-out to serve a wide geographic area and a variety of specialized populations, including YYA, the system continues to experience capacity issues. Snohomish County currently is undertaking a CE continuous improvement process that includes a review and refinement of the current process for access, assessment, and prioritization. The continuous improvement process will leverage the work of the YHDP community planning process and incorporate our Plan's goals, strategies, and guiding principles into the CE system.

The proposed refinements align with the most recent HUD guidance, are rooted in system efficiencies, and have been designed to strengthen resource referrals for those experiencing homelessness.

The goals of the process include:

- Implementing strategies aimed at providing effective services to all people accessing the homeless response system.

- ⇒ Effectively triaging households accessing the homeless response system and connecting them to the right resources at the right time, including prevention, creative problem solving, rapid exit, and mainstream resource connection (employment, legal aid, etc.).

- Implementing strategies aimed at increasing efficiencies within CE.

- ⇒ Refinement of assessment tools and prioritization processes, including the incorporation of a dynamic prioritization model and by-name list approach.

The refinement process is partially supported by grant funding provided by the Bill & Melinda Gates Foundation in partnership with Building Changes and the Washington Youth & Families Fund.

APPENDIX

A: FEDERAL HOMELESS DEFINITIONS

1. The Department of Housing and Urban Development CoC Homeless Definition

Category 1: Literal Homelessness

Youth, including pregnant and parenting youth, in the following living situations:

- Shelter including emergency shelter, transitional housing, or hotel or motel paid by government or charity
- Street or other place not meant for human habitation (e.g. car, garage, park, abandoned building)
- An institution (e.g. jail, hospital, juvenile detention) that the person is exiting and where they were resident for 90 days or less AND resided in emergency shelter or place not meant for human habitation immediately prior to entering that institution

Category 2: Imminent Risk of Homelessness

Youth, including pregnant and parenting youth, in the following living situations:

- In own housing, but being evicted within 14 days;
- A hotel or motel paid for by someone other than a government or charitable organization, including the youth family, or friends where the youth cannot stay for more than 14 days (often due to lack of ability to continue paying); OR
- With family or friends and being asked to leave within 14 days, which includes:
 - Youth staying with their biological parents, relatives, any individual they identify as family or a friend
 - Youth who are moving from one home to another “couch surfing” and cannot stay at their current home or “couch”
 - Youth who are in a legal guardianship

Additionally, the youth must have no safe alternative housing, resources or support networks to maintain or obtain permanent housing.

Category 3: Homeless under Other Federal Statutes

Youth, including pregnant/parenting youth, who do not qualify as homeless under the other 3 categories but who:

- Are homeless under other federal statutes
- Have not had their own place with a lease, ownership interest or occupancy agreement in the last 60 days
- Have moved two or more times in the last 60 days
- Can be expected to have continued housing instability because of a disability, substance use addiction, abuse, or two or more barriers to employment

Category 4: Fleeing Domestic Violence

Youth, including pregnant and parenting youth, fleeing or attempting to flee their housing or the place they are staying because of domestic violence, dating violence, sexual assault, stalking, or other dangerous or life-threatening conditions related to violence that has taken place in the house or has made them afraid to return to the house, including:

- Trading sex for housing
- Trafficking
- Physical abuse
- Emotional abuse, such as threats, intimidation, and exposure to trauma

- Family conflict that has caused a youth to feel physically or emotionally unsafe and unable to stay in their current living situation*
- Violence (or perceived threat of violence) because of the youth's sexual orientation or gender identify
- Active drug/illegal substance use in the youth's current housing
- Gang or neighborhood violence that is being directed to a youth in their home**OR
- Other illegal activity in the household that is putting a youth or a youth's child at risk

Additionally, the youth must have no safe alternative housing, resources or support networks to maintain or obtain permanent housing.

*If youth are under the age of 18 you may be required to report family conflict resulting in abuse or neglect to the local child welfare agency. It is important to understand the mandatory reporting laws for child abuse and neglect in your local jurisdiction

**Gang or neighborhood violence has to be directed at the youth in their home not just in the general community to be eligible under category 4.

***Category 3 is only allowed with HUD approval (based on a community meeting specific criteria) and is difficult to obtain; it was not recommended for YHDP funding.

2. The Department of Education Homeless Definition

The McKinney-Vento Homeless Assistance defines homeless as individuals who lack a fixed, regular, and adequate nighttime residence and includes:

- I. Children and youth who are sharing the housing of other persons due to loss of housing, economic hardship, or a similar reason; are living in motels, hotels, trailer parks, or camping ground due to the lack of alternative adequate accommodations; are living in emergency or transitional shelters; or are abandoned in hospitals;
- II. Children and youth who have a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings;
- III. Children and youth who are living in cars, parks, public spaces, abandoned buildings, substandard housing, bus or train stations, or similar settings; and
- IV. Migratory children who qualify as homeless for the purposes of this subtitle because the children are living in circumstances described in (i) and (iii) above.

B: GOALS, STRATEGIES, & ACTION STEPS

GOAL 1: The community has a system in place to identify all unaccompanied YYA who are at risk of or experiencing homelessness.		
Strategy	Action Step	2019-2020 Action Steps & Responsible Partners
1.1 Identify all unaccompanied YYA experiencing homelessness through integrated and informed outreach efforts	<p>A. Develop a trauma-informed youth specific survey that incorporates youth voice to capture data on at-risk and unsheltered YYA, and is distributed at traditional and nontraditional outreach sites at least twice a year</p> <p>B. Expand outreach and in-reach to YYA by utilizing traditional outreach connections, building new non-traditional community partnerships, and collaborating with YYA</p>	<p>A. 2019-2020 / Snohomish OCHS; YAC; YYA Program Agencies; Public Schools; medical settings</p> <p>B. 2019-2020 / YHDP funded Permanency Navigator Team*; YYA CE & Outreach Program</p>
1.2 Be a data-informed community by collecting information across multiple systems to determine the number and characteristics of YYA at-risk and experiencing homelessness	<p>A. Develop a Best Practice Guide for data collection across systems of care in order to improve data quality and support cross system data analysis</p> <p>B. Promote trauma-informed practices and culturally tailored appropriate responses during data collection</p> <p>C. Identify opportunities for data sharing across sectors (homeless response system, schools, courts, DCYF, etc.</p>	<p>A. Revisit in 2020 CCP Review**</p> <p>B. / C. Revisit in 2020 CCP Review**</p>

GOAL 2: The community uses prevention and rapid exit strategies whenever possible, and otherwise provides immediate access to low-barrier crisis housing and services to any YYA who needs and wants it.		
Strategy	Action Step	2019-2020 Action Steps & Responsible Partners
2.1 Increase low-barrier, innovative crisis housing options that are immediately available for all YYA in our community, as well as serving our subpopulations that may not be accessing traditional shelter options.	<p>A. Create respite services that provides low-barrier, time-limited crisis beds, with options for reunification, in-home supportive services, and incorporate the unique needs of YYA, especially for YYA of color and YYA identifying as LGBTQIA (first phase will be the implementation of the Host Home model for young adults)</p> <p>B. Provide services and supports for transition age youth, 18-24, especially those who are exiting out of systems such as foster care, hospitals, juvenile justice, jail, etc.</p> <p>C. Encourage low-barrier housing options to either provide or connect YYA to supportive services such as job readiness, finding employment, educational attainment, life skills, roommate training, etc.</p>	<p>A. 2019-2020 / YHDP funded TH component of the funded Joint TH/RRH Program*</p> <p>B. 2019-2020 / YHDP funded Joint TH/RRH Program*</p> <p>C. 2019-2020 / YHDP funded Joint TH/RRH Program*</p>
2.2 Establish a community wide system response which prevents YYA from experiencing homelessness and prevents repeated episodes	<p>A. Identify dedicated staff involved with juvenile justice and jail systems, school districts, hospitals, workforce development, and the DCYF who identify and connect YYA with appropriate homeless response system resources</p> <p>B. Develop a cross system network that convenes regularly to identify employment opportunities, especially for youth exiting juvenile justice or jail systems</p>	<p>A. 2019-2020 / YHDP funded Permanency Navigator Team*; Denney Juvenile Justice; DCYF; Public Schools</p> <p>B. Revisit in 2020 CCP Review**</p>

<p>2.3 Increase prevention and rapid exit resources for YYA through expanding access to supportive services for physical and behavioral health, as well as abuse and exploitation</p>	<p>A. Increase access across the County (including rural areas) to affordable and timely behavioral health services and comprehensive health education which are trauma-informed and utilize a positive YYA development framework</p> <p>B. Expand mobile outreach and increase access to physical and behavioral health care services at YYA program locations (i.e. housing, community centers, drop-in centers)</p> <p>C. Increase capacity in healthcare system for LGBTQIA YYA to access physical and behavioral health services, support groups, and other resources needed</p> <p>D. Encourage behavioral health and homeless response system providers to incorporate trauma-informed care trainings to help staff understand the triggers and vulnerabilities of trauma survivors so needs can be anticipated, appropriate interventions utilized, and the chances of youth being re-traumatized are reduced</p> <p>E. Create safe places for YYA to report instances of abuse/exploitation that are confidential and connect them to appropriate services</p>	<p>A. Revisit in 2020 CCP Review</p> <p>B. / C. Revisit in 2020 CCP Review</p> <p>D. 2019-2020 / Snohomish County HSD and Snohomish County's Children's Wellness Coalition</p> <p>E. Revisit in 2020 CCP Review</p>
<p>2.4 Create and expand services that cultivate permanent connections and strengthen family supports.</p>	<p>A. Promote and increase access to family engagement programs for YYA and members of their family or members of a natural support system</p> <p>B. YYA providers receive training in mediation approaches to alleviate family crises and conflicts; assess barriers to accessing reunification programs</p> <p>C. Research and develop curriculum which cultivates communication and builds resiliency for youth and their families to prevent future homelessness</p> <p>D. Develop a network of community partners (Boys and Girls Clubs, family resource centers, parenting courses, schools, social clubs/sports, etc.) that can provide resources to other community organizations and families about tools, education, and resources for protective factors</p>	<p>A. / B. YHDP funded Permanency Navigator Team*</p> <p>C. / D. Revisit in 2020 CCP Review</p>

GOAL 3: The community uses a coordinated entry process to effectively link all YYA to housing and services that are adapted and appropriate for their circumstances.

Strategy	Action Steps	2019-2020 Action Steps & Responsible Partners
3.1 Provide coordinated supportive services that are individualized and unique to our YYA subpopulations, including prevention, crisis services, and rapid exit resources	<p>A. Identify systems that "under refer" and establish partnerships to increase access to coordinated entry (institutions such as juvenile justice, jails, and hospitals); first phase will begin with YHDP Permanency Navigator Team and established partners and then work will be expanded to begin identifying/engaging additional systems</p> <p>B. Create navigation capacity for youth in rural areas in order to provide appropriate services and referrals to resources</p> <p>C. Work with YYA to identify unique needs as well as increase protective factors, resilience, and supports while working with a coordinated entry navigator</p>	<p>A. 2019-2020 / YHDP funded Permanency Navigator Team*; Denney Juvenile Justice; DCYF; Public Schools</p> <p>B. 2019-2020 / YHDP funded Permanency Navigator Team*; Public Schools</p> <p>C. Revisit in 2020 CCP Review**</p>
3.2 Establish policies and procedures that consider the unique circumstances of YYA as well as the factors of vulnerability which inhibit access to housing and other supportive services.	<p>A. Implement a By-Name List (BNL) and case conferencing process to identify YYA and make connections to the homeless response system and other community resources</p> <p>B. Implement regular and on-going communication with community partners across systems to support YYA exiting systems of care</p> <p>C. Encourage all coordinated entry navigators to receive appropriate training and utilize trauma-informed care and motivational interviewing practices</p> <p>D. Increase access to coordinated entry for YYA with barriers such as active warrants or immigration issues</p>	<p>A. / B. 2019-2020 / YHDP funded Permanency Navigator Team*; YYA CE; Cocoon House Outreach Program; Snohomish OCHS; DCYF; Denney Juvenile Justice</p> <p>B. /C. / D. Revisit in 2020 CCP Review**</p>

3.3 Review and refine the assessment tool to more adequately assess the unique needs of YYA and specific subpopulations with an equity lens and inclusion of YYA voice	<p>A. Refine assessment questions to address the unique circumstances of YYA (i.e. sexual trafficking, being a victim of a crime)</p> <p>B. Rephrase assessment questions to be open-ended and inspire conversation to allow for the most accurate self-identification (narrative assessment/motivational interviewing)</p> <p>C. Expand capacity and available resources for coordinated entry navigators in order to provide referrals to resources at time of intake (i.e. what to do/what's available if a YYA says yes to a question about being a victim of crime, has a history of mental illness, etc.)</p>	<p>A. / B. 2019-2020 / Snohomish OCHS (and consultant); YYA CE; YAC</p> <p>B. Revisit in 2020 CCP Review**</p> <p>C. 2019-2020 / YHDP funded Permanency Navigator Team*; YYA CE; Snohomish OCHS</p>
GOAL 4: The community acts with urgency to swiftly assist YYA to move in to permanent or non-time-limited housing options with appropriate services and supports to prevent future entries into homelessness.		
Strategy	Action Steps	2019-2020 Action Steps & Responsible Partners
4.1 Increase low-barrier, permanent, non-time-limited housing options, especially for our community's subpopulations	<p>A. Create a new joint component Transitional Housing (TH) to Rapid Rehousing (RRH) project using YHDP funds for young adults ages 18-24</p> <p>B. Utilize innovative long-term housing options to serve youth in nontraditional housing situations</p> <p>C. Research and develop a housing model that is best able to serve Commercially Sexually Exploited Children (CSEC) YYA (e.g., voluntary, confidential, flexible expectations) which utilizes peer support for CSEC who have moved on and want to support others</p>	<p>A. 2019-2020 / YHDP funded Joint TH/RRH Program*</p> <p>B / C. Revisit in 2020 CCP Review**</p>

<p>4.2 Provide tailored services and resources to support YYA in their progress towards educational, vocational, and employment goals</p>	<p>A. Provide long-term/non-time-limited housing options with tailored employment/education services for YYA</p> <p>B. Create pathways to independence by meeting YYA where they are and providing skill building, supplemented with supports</p> <p>C. Partner with individual employers who are willing to offer flexible employment opportunities that accommodate pregnant/parenting youth</p> <p>D. Create employment navigation services that are accessible throughout the County (including rural areas) that assists YYA in increasing income through employment and mainstream benefits, while actively supporting them in obtaining housing</p> <p>E. Explore ways to offset time and financial costs for pregnant/parenting YYA, such that housing remains affordable (e.g., stipends, child care)</p>	<p>A / B. 2019-2020 / YHDP funded Permanency Navigator Team*, YHDP funded Joint TH/RRH Program*</p> <p>C. / D. / E. Revisit in 2020 CCP Review**</p>
<p>4.3 Ensure all YYA have access to services and support networks which remove barriers and enable them to secure stable housing</p>	<p>A. Provide coordinated housing search and placement services to assist youth in accessing longer term housing placements</p> <p>B. Provide coordinated housing search and placement services to assist young adults in transitioning to permanent housing (via multi-disciplinary team meetings with housing navigators, housing staff, outreach staff, YYA, and other relevant services providers)</p> <p>C. Develop a training curriculum that supports homeless response system staff who serve youth, through YHDP projects and non YHDP projects, with knowledge of existing supportive services in the community and how to best utilize them based on individual YYA needs</p> <p>D. Ensure all YHDP projects incorporate Positive Youth Development (PYD), Trauma-Informed Care (TIC) and other USICH principles through continual monitoring and evaluation</p> <p>E. Cultivate strong relationships and permanent connections with YYA upon program entry to ensure success of YYA in moving forward out of homelessness</p>	<p>A. 2019-2020 / YHDP funded Permanency Navigator Team*</p> <p>B. 2019-2020 / YHDP funded Joint TH/RRH Program*; YYA CE</p> <p>C. 2019-2010 / Snohomish OCHS; YYA CE; YAC; YHDP funded Permanency Navigator Team*</p> <p>D. / E. / F. 2019-2020 / YHDP funded Permanency Navigator Team*, YHDP funded Joint TH/RRH Program*</p>

4.3 Ensure all YYA have access to services and support networks which remove barriers and enable them to secure stable housing (cont.)	F. Develop strong individualized exit plans with YYA that build resiliency and address fears/anxiety, including services before, during, and after the transition	D. / E. / F. 2019-2020 / YHDP funded Permanency Navigator Team*, YHDP funded Joint TH/RRH Program*
GOAL 5: The community has resources, plans, and system capacity in place to continue to prevent and quickly end future experiences of homelessness among YYA.		
Strategy	Action Steps	2019-2020 Action Steps & Responsible Partners
5.1 Establish an ongoing cross-system community collaboration between YYA services such as housing, child welfare, physical and behavioral health, education systems, juvenile justice and jail systems, work force organizations, and other community members	<p>A. Set regular and on-going review dates for updating the community plan and strategies as needed with community partners across youth serving systems which incorporate youth voice</p> <p>B. Explore opportunities to undertake data sharing across systems of care serving YYA, that leads to deeper understanding of the needs and gaps of YYA</p> <p>C. Create a mentorship/care coordination program that improves continuity of care coordination and supports YYA across systems, programs, life stages, etc. (first phase will be the implementation of the Permanency Navigator Team)</p>	<p>A. 2019-2020 / YHIC; YAC; Snohomish OCHS; PEH</p> <p>B. Revisit in 2020 CCP Review**</p> <p>C. 2019-2020 / YHDP funded Permanency Navigator Team*; DCYF; Denney Juvenile Justice; Public Schools</p>

<p>5.2 Develop policy agenda that improves and reforms current systems and practices that inhibit YYA from accessing services (i.e. RHY, substance use, criminal history, family, gender/sex, permissions, licensing, etc.)</p>	<p>A. Organize community partners to identify YYA policy agenda; leverage other local and statewide efforts to improve and reform systems and practices impacting YYA</p> <p>B. Utilize YAC to identify current legal and policy barriers and encourage contributions to the development of the local YYA policy agenda</p> <p>C. Identify and train champions to educate the community and law makers on the YYA policy agenda and issues impacting YYA experiencing homelessness</p>	<p>A. 2019-2020 / YHIC; YAC; PEH</p> <p>B. 2019-2020 / YAC</p> <p>C. 2019-2020 / YAC; PEH; Mockingbird Society</p>
<p>5.3 Promote the utilization of trauma-informed, culturally responsive, and positive youth development practices by organizations that serve YYA.</p>	<p>A. Provide trauma-informed, cultural responsive, and positive youth development trainings for YYA involved staff to ensure respect, sensitivity, and adequate support for YYA experiencing homelessness or a crisis</p> <p>B. Create supports for program staff that reduces burn-out and cultivates self-care</p> <p>C. Expand opportunities for YYA participating in services to provide input and feedback into programming through new or existing YYA councils</p> <p>D. Create hiring preferences for YYA with lived experience that reflect demographics of YYA served to promote trust-building and positive YYA rapport (first phase will be for all YHDP funded programs to incorporate into hiring practices and other organizations to analyze staffing composition against YYA demographics)</p>	<p>A. / B. Revisit in 2020 CCP Review**</p> <p>C. 2019-2020 / YHDP funded Permanency Navigator Team*, YHDP funded Joint TH/RRH Program*</p> <p>D. 2019-2020 / YHDP funded Permanency Navigator Team*, YHDP funded Joint TH/RRH Program*; HMIS; Funders</p>

5.4 Build a culturally responsive network of service providers, community members, and business owners that can connect at-risk and homeless youth to services	<p>A. Establish a mentorship program between community members and youth</p> <p>B. Create an education curriculum for community members on how to identify and assist YYA in crisis (i.e. rotary, businesses, neighborhood groups, community meetings)</p> <p>C. Identify opportunities and support participation by YYA services staff in training on their own biases/privilege; trauma-informed care; and, motivational interviewing</p>	A. / B. / C. Revisit in 2020 CCP Review**
5.5 Pursue funding and adequate resources beyond YHDP funding to support the community's efforts to prevent and end youth and young adult homelessness	<p>A. Align YHDP funding with the local CoC funding process, incorporating the existing Application Oversight Committee in the development of the funding criteria and project selection</p> <p>B. Collaborate on state-wide efforts to end YYA homelessness (i.e. A Way Home Washington; Office of Homeless Youth; Washington State Homeless Student Stability Program)</p> <p>C. Identify and leverage other public funding and private/philanthropic funding opportunities for innovative YYA projects identified in the CCP</p>	<p>A. 2019-2020 / YHIC; Snohomish OCHS; PEH</p> <p>B. 2019-2020 / Snohomish OCHS; YHIC; YYA Homeless Housing Providers</p> <p>C. 2019-2020 / YHDP funded Permanency Navigator Team*, YHDP funded Joint TH/RRH Program*; YYA Homeless Housing Providers; Snohomish OCHS; Denney Juvenile Justice</p>
5.6 Ensure meaningful YYA participation in all planning, implementation, and evaluation of the CCP	<p>A. Empower the Youth Action Committee (YAC) to guide Snohomish County's strategic efforts in ending and preventing youth homelessness, including inviting youth to participate at every stage of the community's planning, implementation, and continuous quality improvement</p> <p>B. Reduce barriers to participation by YAC members by continuing to provide monetary</p>	<p>A. 2019-2020 / YHIC; YAC</p> <p>B. 2019-2020 / YAC; Snohomish County OCHS</p>

<p>5.6 Ensure meaningful YYA participation in all planning, implementation, and evaluation of the CCP (cont.)</p>	<p>compensation and expanding methods of participation (i.e. meeting location, transportation assistance, phone conferencing, online surveys, etc.)</p> <p>C. Ensure YAC membership reflects the broad experiences of all YYA (i.e. identification of a particular YYA subpopulation)</p> <p>D. Equip YYA with appropriate training and resources to participate in the YHDP process and Snohomish County's ongoing CCP efforts in ending and preventing youth homelessness</p> <p>E. Encourage YYA-led programing that provides leadership opportunities and other professional skills (i.e. peer mentors, internships, etc.)</p>	<p>C. 2019-2020 / YAC</p> <p>D. 2019-2020 / YHIC; YAC; Snohomish County OCHS</p> <p>E. 2019-2020 / YHDP funded Permanency Navigator Team*, YHDP funded Joint TH/RRH Program*; YHIC; YAC; Snohomish County OCHS</p>
<p>5.7 Utilize an equity lens in the development, implementation, and continuous quality improvement process of the CCP to ensure the needs of all YYA subpopulations are addressed, including those that are marginalized and underserved</p>	<p>A. Utilize an equity lens to track/analyze program and system level performance (i.e. dashboards), specifically related to access and outcomes for YYA with unique needs</p> <p>B. Create marketing and outreach materials that promote a welcoming and safe environment for all YYA</p> <p>C. Cultivate services that address the unique needs of YYA of color, YYA identifying as LGBTQIA, and YYA living in rural communities</p>	<p>A. 2019-2020 / HMIS; YHIC; YAC; Snohomish County OCHS</p> <p>B. Revisit in 2020 CCP Review**</p> <p>C. 2019-2020 / YHDP funded Permanency Navigator Team*, YHDP funded Joint TH/RRH Program*</p>

Notes: *Agencies will be selected through a competitive Request for Proposal (RFP) process for all YHDP funded projects; RFP will occur in the Spring of 2019. **These action steps were not prioritized for implementation during the Year 1. The YAC and YHIC will include in their annual review of the CCP, the identification of Year 2 priorities and responsible partners.

C: SNOHOMISH COUNTY YHDP PARTNERS

YHDP Decision-Makers

Partnership to End Homelessness (PEH)		
The PEH is the appointed Continuum of Care board for the Everett/Snohomish County CoC. They approve and oversee all CoC activities and will provide final endorsement of the CCP submission and approval of all YHDP projects.		
Community Group	Name	Organization
Adults without Children	John Hull	Everett Gospel Mission
Affordable Housing Development	Mark Smith	Housing Consortium
Business	Marilyn Boe	HomeStreet Bank
Chemical Dependency	Cammy Hart-Anderson	Snohomish County Human Services, Division of Chemical Dependency, Mental Health & Veterans Services
Chronically Homeless	Sarah Jayne Barrett	Catholic Community Services
City of Everett (Government)	Rebecca McCrary	City of Everett
Education (Early Childhood)	Mary Cline-Stively	ChildStrive
Employment (Supported)	Wendy Woolery-Toonstra	AtWork!
Employment/Training	Elizabeth Gordon	Work Force Snohomish
Faith Based Organizations	Jim Dean	Interfaith Association
Healthcare	Julie Zarn	Center for Community Health Transformation-Providence Institute for Healthier Communities
HIV/AIDS Issues	Sarah Jayne Barrett	Catholic Community Services
Homeless Families	Elizabeth Kohl	Housing Hope
Hospital	Liga Mezaraups	Providence Regional Medical Center Everett
Law Enforcement	Mark Richardson	Snohomish County Sheriff
Legal	Ben Haslam	Snohomish County Legal Services
LGBTQIA Community	Tarah Wilder	Cocoon House
Mental Health Agencies	Nicole Grant	Sunrise Community Behavioral Health
Non-Profit Homeless Assistance Provider	Mary Anne Dillon	YWCA Seattle King Snohomish
Philanthropy	Emily Harris-Shears	Building Changes
Public Housing Authority	Janinna Attick	Housing Authority of Snohomish County
Refugee/Immigrant	Yasin Darmulo	
School District	Cynthia Jones	Everett School District
Snohomish County (Government)	Mary Jane Brell Vujovic	Human Services Department
Social Services Provider (CSO)	Candy Banker	Department of Social & Health Services
Transportation	Jamyang D. Nhangkar	Community Transit
University	Jan Strand	Edmonds Community College
Veterans, Organizations which serve	Christine Horner	Department of Veterans Affairs
Victim Service Provider	Vicci Hilty	Domestic Violence Services of Snohomish County
Youth Issues	Rachel Mathison	Cocoon House
Youth Under 25/YAC	Nataya Foss	Youth Action Committee

Youth Action Committee (YAC)

Youth Action Committee members participate in the community workshops, YHIC, and PEH meetings; provided input throughout the YHDP planning and implementation process; and will provide final endorsement of the CCP submission and approval of all YHDP projects.

Name

Alex

Anthony

Brandon

Brianna

Cesar

Clay

Destiny

Drew

Emily

Hannah

Isaac

Jordan

Kaden

Marco

Nataya

Nathen

Skyler

William

Bryanna

*Note: Only first names for the YAC.

Department of Children, Youth, and Families (DCYF)

The Department of Children, Youth, and Families are regional representatives which participate in the CCP process and will endorse the final CCP submission and approve all YHDP projects.

Name**Title**

Patty Turner

Everett Area Administrator

Charity Criswell

Safety and Health Program Consultant

Youth Homelessness Initiative Committee (YHIC)

The YHIC members meet regularly to finalize the CCP and work toward implementation strategies. They will provide ongoing oversight and accountability of the CCP implementation and evaluation.

Organization**Name****Title**

Building Changes

Emily Harris-Shears

Senior Manager

ChildStrive

Mary Cline-Stively

Director of Programs

City of Everett

Rebecca McCrary

Housing and Community
Development Program Manager

Cocoon House

Joe Alonzo

Chief Executive Officer

Community Resource Center
of Stanwood-Camano

Joanna Dobbs

Executive Director

Court Appointed Special
Advocates (CASA)

Lindsay Cortes

CASA Program Coordinator

Crossroads Alternative High
School, Granite Falls

Bridgette McVay

Principal

Denny Juvenile Justice	Mike Irons	Probation Services Manager
Department of Children, Youth, and Families (DCYF)	Patty Turner	Everett Area Administrator
Everett Gospel Mission	Sylvia Anderson	Executive Director
Everett Public Schools	Cynthia Jones	Director of Categorical Programs
Friends of the Youth	Terry Pottmeyer	President and CEO
Housing Authority of Snohomish County	Janinna Attick	Program Integration and Support Manager
Housing Hope	Elizabeth Kohl	Director of Social Services
Providence Medical Group	Laura Knapp	Manager, Care Management
Snohomish County Human Services Department, Housing and Community Development Division	Jackie Anderson	Division Manager
Snohomish County Human Services Department, Division of Chemical Dependency, Mental Health & Veterans Services	Cammy Hart-Anderson	Division Manager
Youth Action Committee	Nataya	YAC Chair
Youth Action Committee	Brianna	YAC Member
Youth Action Committee	Marco	YAC Member
Youth Action Committee	Alex	YAC Member
Youth Action Committee	Bryanna	YAC Member
Youth Action Committee	Clay	YAC Member

YHDP Team

YHDP Team The YHDP Team works directly with YHDP TA team, YAC, YHIC, PEH, and community partners to synthesize ideas and recommendations. The team is ultimately responsible for the development of the CCP document.		
Organization	Name	Title
Cocoon House	Rachel Mathison	Director of Programs
Department of Children, Youth, and Families	Charity Criswell	Safety and Health Program Consultant
Snohomish County Human Services Department	Debbi Trosvig	Supervisor, Community and Homeless Services
Snohomish County Human Services Department	Jennifer Alderman	Supervisor, Behavioral Health
Snohomish County Human Services Department	Jesse Jorstad	Lead Data Analyst, HMIS
Snohomish County Human Services Department	Kelsey Bang-Olsen	Human Services Planner, Research Division
Snohomish County Human Services Department	Molly Bauer	YHDP Human Services Specialist
Youth Action Committee	Nataya	YAC Chair

Community Stakeholders

Community Stakeholder Workshop Attendees
Community partners participated in cross sector collaboration to provide expertise in developing strategies, action steps, and projects.
Organization
Building Changes
Cocoon House
Compass Health
Denny Juvenile Justice
Department of Children, Youth, and Families (DCYF)
Everett Gospel Mission
Everett Public School District
Friends of Youth
Granite Falls School District
Housing Authority of Snohomish County (HASCO)
Housing Hope
Snohomish County Human Services- Behavioral Health
Snohomish County Human Services- Early Head Start
Snohomish County Human Services- Housing and Community Development
Snohomish County Juvenile Court
Snohomish County Superior Court-Court Appointed Special Advocates
Youth Action Committee

Coordinated Community Plan Master List of Community Partners

Coordinated Community Plan Master List of Community Partners		
Community partners across multiple sectors who were involved with CCP planning, decision making, and implementation.		
Partners	Partner's Name	Involvement
CoC Program Recipients	Catholic Community Services	PEH
	Cocoon House	YHIC, PEH, YHDP Team, YAC, Community Stakeholder Workshops
	Domestic Violence Services (DVS)	PEH
	Housing Hope	YHIC, PEH, Community Stakeholder Workshops
	Snohomish County Human Services- Housing and Community Development	YHIC, PEH, YHDP Team, Community Stakeholder Workshops
	YWCA	PEH
Youth Advisory Board	Youth Action Committee (YAC)	YHIC, PEH, YHDP Team, Community Stakeholder Workshops
Local and State Government	Snohomish County Human Services (Housing and Community Development; Behavioral Health)	YHIC, PEH, YHDP Team
	City of Everett	YHIC, PEH
Public Child Welfare Agencies	Department of Children, Youth, and Families (DCYF)	YHIC, YHDP Team, and Community Stakeholder Workshops
ESG Program Recipients	Cocoon House	YHIC, PEH, YHDP Team, YAC, Community Stakeholder Workshops
	Catholic Community Services	PEH
	Domestic Violence Services (DVS)	PEH

ESG Program Recipients (cont.)	Housing Hope	YHIC, PEH, Community Stakeholder Workshops
	YWCA	PEH
	Interfaith Association	PEH
	Snohomish County Sheriff	PEH
Early Childhood Development and Child Care Providers	ChildStrive	YHIC, PEH
	Snohomish County Human Services- Early Head Start	Community Stakeholder Workshops
Local and State Educational Agencies	Granite Falls School District	YHIC, Community Stakeholder Workshops
	Everett Public Schools	YHIC, PEH, Community Stakeholder Workshops
Runaway and Homeless Youth Program Providers	Cocoon House	YHIC, PEH, YHDP Team, YAC, Community Stakeholder Workshops
	Friends of Youth	YHIC, Community Stakeholder Workshops
Non-Profit Youth Organizations	Cocoon House	YHIC, PEH, YHDP Team, YAC, Community Stakeholder Workshops
	Housing Hope	YHIC, PEH, Community Stakeholder Workshops
	Friends of Youth	YHIC, Community Stakeholder Workshops
Juvenile and Adult Corrections and Probation	Denny Juvenile Justice	YHIC, Community Stakeholder Workshops
	Snohomish County Juvenile Court	Community Stakeholder Workshops
	Snohomish County Superior Court-Court Appointed Special Advocates	YHIC, Community Stakeholder Workshops
Health, Mental Health, and Substance Use Agencies	Compass Health	Community Stakeholder Workshops
	Providence Medical Group & Regional Medical Center	YHIC, PEH
	Providence Institute for Healthier Communities	PEH
	Snohomish County Behavioral Health	YHIC, PEH, YHDP Team
	Sunrise Community Behavioral Health	PEH
WIOA Boards and Employment Agencies	AtWork!	PEH
Public Housing Authorities	Housing Authority of Snohomish County (HASCO)	YHIC
Institutions of Higher Education	Edmonds Community College	PEH
Affordable Housing Developers	Catholic Community Services	PEH
	Housing Hope	YHIC, PEH
	YWCA	PEH
Local Advocacy, Research, and Philanthropic Organizations	Building Changes	YHIC, PEH, Community Stakeholder Workshops
	Housing Consortium of Snohomish County	PEH
Privately Funded Homeless Organizations	Everett Gospel Mission	YHIC, PEH

D: YHDP MODELING

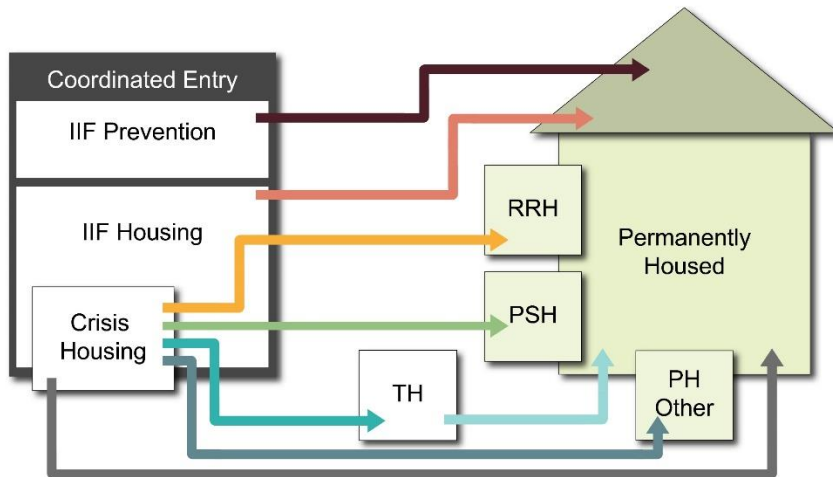
Our local system is comprised of various programs and interventions, some more interconnected and coordinated than others. YYA in our community have unique experiences through the system to ultimately achieve housing stability. The pathways that YYA take—which programs they access and how long they are in each program—all have impacts on the system. Modeling provides a framework to determine the amount of each intervention to provide, based on assumptions about the annual inflow of YYA seeking assistance (overall and for priority populations), the share of those people that will need different types of interventions, and the time spent in each intervention.

With technical assistance provided by the Corporation for Supportive Housing (YHDP TA), the YHDP Team utilized local data and a modified version of a tool created by Abt Associates to develop ideal inventory targets for each system component for the two populations. There were several assumptions required by the modeling (i.e. the estimate of those not being served is accurate; ideal time a household would need a specific intervention; YYA would choose the path determined was most likely to meet their needs). In addition, the YHDP team made several additional assumptions about the implementation of the system components. Projects will:

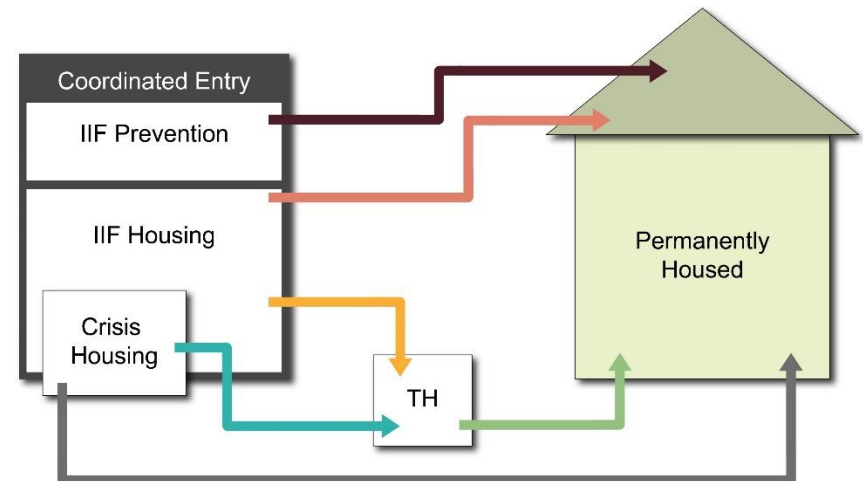
- Be flexible
- Be low-barrier and Housing First
- Maximize cross-system collaboration
- Utilize YYA specific best practices

Going forward we anticipate updating the system modeling annually and incorporating performance data, as well as the impact of known future changes for improved forecasting. The results of the system modeling process were utilized by the YHIC and the YAC in the selection of the YHDP Projects. The following charts depict the desired system pathways and components of our ideal homeless housing service system for YYA.

Young Adults 18 - 24



Youth Under 18



Snohomish County YHDP – Desired System Components

I. “FRONT PORCH” SERVICES

“Front Porch” services are those provided to people before they reach the front door of the homeless services system (the front door being the shelter system). This may include services to both those already experiencing homeless as well as to those at imminent risk.

Program Type	Description	Essential Elements	Timeframe	Population	Outputs/Outcomes Measures
Outreach	Field and community based outreach to homeless and at-risk young adults and service providers that may encounter RHY.	<ul style="list-style-type: none"> Street-based outreach to locations where RHY are likely to congregate; libraries, resource centers, skate parks, encampments, etc. Cross-system outreach and collaboration, including collaboration with schools, other homeless service providers (behavioral health, KIT) Partnership with law enforcement, including ride-alongs, encampment tracking, collaboration with embedded social workers Commercial sexual exploitation-specific advocacy, outreach and emergency response services Mobile availability of basic needs items – food, water, hygiene supplies, cold weather gear, homelessness harm reduction items (blankets, tents, tarps) Linkage to crisis housing Access point for coordinated entry Safe Place services – 24/7 crisis line Targeted outreach to gang-involved or incarcerated YYA 	<ul style="list-style-type: none"> Outreach provided on a regular, weekly basis Crisis response available 24/7 Immediate response and guidance available to community providers 	<ul style="list-style-type: none"> All at-risk or homeless YYA 12-24 years old All YYA in need of shelter, ages 12-24 All YYA in need of services 12-24 years old 	<p><u>Measures:</u> Raw number of YYA contacted, number of YYA referred to additional services, number of YYA given basic supply items</p> <p><u>Outputs:</u> Crisis line available 24/7, number of YYA provided transportation, connected to shelter measured</p> <p>Number of YYA contacted through each community provider, agency able to provide immediate guidance when partner organizations require guidance regarding homeless or at-risk YYA.</p>
Drop-In Center	A stationary low-barrier service location open regularly and accessible to homeless and at-risk YYA for immediate connection to	<ul style="list-style-type: none"> Low-barrier, no sobriety requirements Geographic spread (regional, at least) YYA-friendly/responsive, leads to community-building Offers basic needs on-site: laundry, shower, hygiene, clothing, and first aid 	<ul style="list-style-type: none"> Immediate access to drop-in provided on a daily basis, at times that make center accessible to YYA (i.e. daily 	<ul style="list-style-type: none"> All at-risk and homeless YYA, ages 12-24 	<p><u>Measures:</u> raw number of YYA who access drop-in center daily, including unduplicated contacts, connections and referrals to basic needs or other services (i.e. drug and</p>

	housing, basic needs, food, and other resources (basic needs, dependable location)	<ul style="list-style-type: none"> • CES access-connected to outreach staff or drop-in staff • Availability of community resources on site – drug and alcohol counseling, medical and dental assistance, legal aid, mental health counseling • Connections to high schools/colleges, access to homework help • Hot meals available to YYA on daily basis at a regular time period 	from 2:00 to 7:00 PM)		<p>alcohol assistance, employment assistance)</p> <p><u>Outputs:</u> Accessible, regionally well-located drop-in center that is both YYA friendly and offers immediate connection to resources</p>
Crisis Hotline	Immediate referral line for youth or young adults in need of assistance, with connections to resources and assistance throughout the community (211, Safeplace 24/7, dv specific)	<ul style="list-style-type: none"> • Referral line, with connected services including transportation, for YYA facing a housing crisis (Safe Place) • Referral line and assistance for YYA facing domestic violence (DV Hotline) – including availability in DV shelters • Resource line that serves as information hub and initial referral sources for services available throughout the region (211) • Immediate connection to safe crisis options • Ability to pick up YYA • 24/7 - Facebook, text, call • CES access 	Crisis hotlines available for immediate referral 24/7 for all YYA	<ul style="list-style-type: none"> • Services correspond to current housing resources • Available to all YYA ages 12-24 	<p><u>Measures:</u> raw number of YYA who access or call resources, referrals and linkages made to housing or other resources, follow through/aftercare to check in on success rate of YYA after referral</p> <p><u>Outputs:</u> regularly available crisis line that successfully connects YYA to necessary resource, including fully-trained and knowledgeable staff answer the phone 24/7.</p>
Front Door Rapid Exit (Targeted Prevention)	Light-touch, one-time or short-term focused services, designed to both keep YYA from lapsing into services or engage in excessive systems involvement (navigation services and shelter staff)	<ul style="list-style-type: none"> • CES assessment includes triage • Concurrent strategies with housing assessment given the population • Flex-funds with better fidelity • Targeted services that prevent homeless or eviction, such as funding to help with pay-or-vacate notices, move-in fees, utilities payments, housing repairs • Assessment to determine resources needed to sustain housing stability, including income, mental health, legal needs, etc. • YYA are connected to support after receiving 3 or 5 day pay or vacate 	<ul style="list-style-type: none"> • Immediate access to safe housing support • Duration of services limited, 1 to 3 months 	<ul style="list-style-type: none"> • Available to YYA in need of housing assistance 	<p><u>Measures:</u> percentage of YYA that receive rapid exit services that remain out of other programs (for six months, a year, etc.), percentage of YYA who successfully sustain/recover stable housing, raw number of YYA served</p> <p><u>Outputs:</u> YYA have a safe place to stay</p>

		<p>notices, notification that utilities will be shut off, etc.</p>			<p>YYA enter housing with needed supports to sustain housing comfortably</p>
Upstream Prevention	<p>Early intervention in the lives of struggling or at-risk YYA designed to identify problems that may eventually cause homelessness and intervene and prevent said homelessness</p>	<ul style="list-style-type: none"> • Collaboration with organizations that encounter YYA subject to legal or disciplinary issues, especially juvenile justice centers and schools • Family education, including parenting classes specific to individual subpopulations (i.e. by race, gender, socioeconomic status) and stage of development (i.e. early childhood, teenagers) • Emergency family crisis support, including responsive At-Risk-Youth/Child in Need of Services process for families in need of legal intervention, family care coordination, readily available family counseling • Supportive resources available specifically to parents, including mental health/drug and alcohol counseling, support groups, financial assistance • WayOUT Diversion with Denney Juvenile Justice – family seminars to improve relationships at home and divert YYA from the juvenile justice system • Family Care Coordination – ongoing in home care coordination for families with teens in the home that works to improve family relationships, get the family the support they need and prevent the YYA from needing homeless shelter services • Resources and support for parenting young adults, including housing, care coordination, employment and education assistance 	<p>Immediate referral available, ongoing care coordination provided as necessary, with no hard time limit for expiration of case</p>	<ul style="list-style-type: none"> • Emergency services, parenting classes, counseling and other family resources available to parents (of any age) of youth ages 0-18 • Shelter, care coordination, housing available specifically to parenting youth (12-17) and young adult (18-24) population, including facilities and housing available to whole or non-traditional family units 	<p><u>Measures:</u> percentage of YYA that remain in current living situation, families referred/connected to classes, other resources</p> <p><u>Outputs:</u> YYA do not enter into homeless</p> <p>YYA referred to necessary supports/avoid crisis</p>
Investing in Futures (IIF) Coordinated Entry	<p>Process for YYA who are homeless or at-risk of homelessness to access needed homelessness</p>	<ul style="list-style-type: none"> • Outreach on the streets and in the community; • Coordination to receive referrals from community service providers that come 	<p>Immediate referral to navigation services</p>	<ul style="list-style-type: none"> • All YYA experiencing or at-risk of experiencing homelessness 	<p><u>Measures:</u> percentage of YYA that go through CE; percentage of YYA who are placed in housing;</p>

	prevention, housing, and other services	into contact with homeless youth and young adults; <ul style="list-style-type: none"> • Referrals to community services and day centers to meet basic needs such as food, clothing, showers, health care, and behavioral health services; • Coordination of life skills (including parenting), education, and employment services; • Delivery of family reunification services; and • Access to time-limited housing as needed and rapid rehousing into permanent housing. 			percentage of YYA who exit to permanent housing <u>Outputs:</u> YYA are referred to appropriate housing programs based on their needs YYA are permanent housed
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II. CRISIS HOUSING/CRISIS SERVICES

Crisis housing/services are intended to be time-limited in nature and are designed to be a stepping-stone to stability. They will typically last 1-3 months and provide supportive, holistic, developmentally appropriate services that lead to long-lasting housing stability. These services should be flexible, client centered, trauma informed, and strengths based. They will be “low-barrier” in that they will not terminate people from programming due to unhealthy or disruptive behaviors, rather will work on other strategies to ensure others in the program are not adversely impacted.

Program Type	Description	Essential Elements	Timeframe	Population	Outputs/Outcomes Measures
Emergency Shelter	<ul style="list-style-type: none"> • Rapid response that responds in emergency/crisis and offers indoor overnight support • Multi-tiered system that allows YYA to access housing on an emergency basis with minimal requirements for an indeterminate amount of time with the ability to move up the system to receive 	<ul style="list-style-type: none"> • Screening & Assessments are used to determine eligibility, needs, resources, goals • Staff are trained to recognize & work with many at-risk populations incl. those experiencing: sex or labor trafficking, behavioral health issues, gang involvement, domestic violence, systems involvement (foster care, juv. justice), pregnancy/parenting, issues related to gender identity or sexual orientation • Low-barrier shelter, food, clothing, showers, hygiene, referrals • 18-24 that is low-barrier and options outside of religious affiliation • Under 18, low-barrier, licensure-related barriers get fixed to allow high acuity YYA to be served 	3 months with potential for extensions as needed or appropriate.	<ul style="list-style-type: none"> • Youth ages 12-24, who are experiencing homelessness 	<ul style="list-style-type: none"> • YYA participate in individualized service plans through care coordination • YYA participate in behavioral health services (MH and/or CD) • YYA establish &/or strengthen permanent connections with family, community, school, etc. • YYA receive housing and support services • YYA exit to safe and stable housing

	more intense care coordination as they seek to work towards their goals.	<ul style="list-style-type: none"> Options that are not gender-specific (allow trans and gender non-binary YYA safe options) Options that aren't congregate beds Age-responsive – hard to house a 12 and 17 year old together Geographic distribution flex/less funding tied to location No arbitrary exit (21 days ex), but quick moves out of shelter into permanency Access to CES Permanency planning and support for 90 days after exit; includes planning during shelter stay and scheduled follow ups 			
Crisis Host Homes	A network of private homes that volunteer to host YYA in need of temporary placement	<ul style="list-style-type: none"> Identify, train and background check community members willing to bring YYA into their home with the intention of allowing the YYA to stabilize. Provide family like environment to YYA – shelter, food, transportation, day-to-day support, mentoring, and coordination with host home program services Possible linkage to schools since they are often utilizing families in their communities without resources or education to housing YYA experiencing trauma 		<ul style="list-style-type: none"> YYA 12-24 years old* 	

III. SHORT-TERM HOUSING

Crisis housing/services are intended to be time limited in nature and are designed to be a stepping-stone to stability. They will typically last 1-3 months and provide supportive, holistic, developmentally appropriate services that lead to long-lasting housing stability. These services should be flexible, client centered, trauma informed, and strengths based. They will be “low barrier” in that they will not terminate people from programming due to unhealthy or disruptive behaviors, rather will work on other strategies to ensure others in the program are not adversely impacted.

Program Type	Description	Essential Elements	Timeframe	Population	Outputs/Outcomes Measures
Host Homes	A network of private homes that volunteer to host YYA in need of temporary placement	<ul style="list-style-type: none"> Identify, train and background check community members willing to bring YYA into their home with the intention of allowing the YYA to stabilize. Provide family like environment to YYA – shelter, food, transportation, day-to-day support, mentoring, and coordination with host home program services Possible linkage to schools since they are often utilizing families in their communities without resources or education to housing YYA experiencing trauma 	Average stay 3-6 months	<ul style="list-style-type: none"> YYA 12-24 years old* 	
Transitional Housing (TH)	Housing with the goal to provide housing and services that increase YYA self-sufficiency in the areas of housing, education and employment, permanent connections, and social/emotional well-being	<ul style="list-style-type: none"> Access to mental, physical, and dental health care Life skills programs that increase competence, and confidence, in skills needed to live independently upon exit from program. Opportunity to work with care coordination and educational support advocate 	Up to 24 months	YYA 15-24 years old who are experiencing homelessness	<p>Stable Housing: YYA maintain safe and stable housing through TLP while gaining key life skills; increasing self-sufficiency and ability to obtain and maintain permanent housing.</p> <p>Education & Employment: YYA create/maintain connection to education programs. YYA are prepared for employment through obtainment of job readiness skills, “soft skills,” volunteer opportunities, and work experience.</p>

					<p><u>Social & Emotional Well-Being:</u> YYA ability to access resources is improved through care coordination and aftercare; well-being improves as a result of participating in physical and mental health and chemical dependency treatment, as needed; pro-social skills are built through participation in recreation, volunteering, and community.</p> <p><u>Permanent Connections:</u> YYA improve relationships w/ family, increasing opportunities for healthy supports and reunification. YYA increase connections to community, including supportive healthy adults outside of program.</p>
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IV. LONG-TERM HOUSING

Safe and stable housing, ideally in a permanent housing setting, that provides supportive services and housing assistance to support people as they return to independent permanent housing or permanent housing supported by a mainstream system resource.

Program Type	Description	Essential Elements	Timeframe	Population	Outputs/Outcomes Measures
Host Home/ Kinship Care	Community members who allow YYA to reside in their home with the intention of allowing the YYA the space and support needed to stabilize	<ul style="list-style-type: none"> Identify, train and background check community members willing to bring YYA into their home with the intention of allowing the YYA to stabilize Possible linkage to schools since they are often utilizing families in their communities without resources or education to housing YYA experiencing trauma 	6-24 months	<ul style="list-style-type: none"> YYA 12-19 years old (after high school graduation)* 	<ul style="list-style-type: none"> YYA participate in individualized service plans through coordinate care YYA participate in behavioral health services (MH and/or CD) YYA establish &/or strengthen permanent

		<ul style="list-style-type: none"> • Provide family like environment to YYA – shelter, food, transportation, day-to-day support, mentoring, and coordination with host home program services 			<p>connections with family, community, school, etc.</p> <ul style="list-style-type: none"> • YYA receive housing and support services • YYA exit to safe and stable housing
Rapid Re-housing (RRH)	Short-term Rental Assistance paired with young adult-tailored services	<ul style="list-style-type: none"> • Housing First • Housing search assistance • Getting into permanent option quickly • Support for increasing income (in concert with education, but definitely with income) • Robust employment support • Progressive engagement 	Rent assistance for up to 18 to 24 months (ideally 3 years if needed) but housing is permanent	18-24	Exit to permanent housing (or maintain lease without subsidy)
TH-RRH Joint Component	Provide crisis housing coupled with financial assistance and services	<ul style="list-style-type: none"> • Short stays in the TH component, with guaranteed RRH • Access to RRH regardless of stay in TH • Could be host home or scattered site TH • The services will be determined by the participants and focused on moving the young adult quickly to permanent housing with available supportive services to help them maintain the housing 	<ul style="list-style-type: none"> • TH 1-3 months • RRH 2 years • Waiver for longer stays up to 3 years 	18-24	Exit to permanent housing (or maintain lease without subsidy)
Permanent Supportive Housing (PSH)	The pairing of housing with on-site supportive services	<ul style="list-style-type: none"> • Housing First • Flexibility to not have chronic requirement but set an alternative prioritization scheme for 	Permanent	<ul style="list-style-type: none"> • 15-17 • 18-24 	Successfully maintain housing
Home with Family Reunification	YYA moves back with family or extended family	<ul style="list-style-type: none"> • Rapid exit strategy, through contact with homeless system, becomes a care coordination structure that gets YYA back in home with parents/family 	Permanent	YYA ages 12-24	Successfully maintain housing

*Potential implementation of a Host Home model for youth under the age of 18 will be explored after further research on best practices for this population.

E: SIGNATURES FOR APPROVAL

SIGNATURES FOR APPROVAL

Youth Action Committee

The signatures below confirm our approval for the attached version of Snohomish County's Homeless Youth Demonstration Program's Coordinated Community Plan to prevent and end youth homelessness. We agree to continue our efforts to work collaboratively with our partners as outlined in the Plan.

Nathan Cobb
Name

3/5/19
Date

Nataya
Name

3/5/19
Date

Destiny M.
Name

3/5/19
Date

Clay Freeman
Name

3/5/19
Date

Alex Banz - Santoma
Name

3/5/19
Date

William
Name

3/5/19
Date

Anthony Veger
Name

3/5/19
Date

Jordan Trussell
Name


3/6/19
Date

Hannah
Name

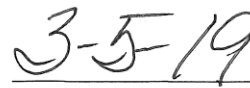
3/13/19
Date

Snohomish County Continuum of Care

The signature below confirms the Partnership to End Homelessness' approval for the attached version of Snohomish County's Homeless Youth Demonstration Program's Coordinated Community Plan to prevent and end youth homelessness. We agree to continue our efforts to work collaboratively with our partners as outlined in the Plan.


Candy Banker, Chair

Partnership to End Homelessness


Date

Child Welfare Agency

The signature below confirms the Department of Children, Youth, and Families' approval for the attached version of Snohomish County's Homeless Youth Demonstration Program's Coordinated Community Plan to prevent and end youth homelessness. We agree to continue our efforts to work collaboratively with our partners as outlined in the plan.



Natalie Green, Regional Administrator



Date

Washington State Department of Children, Youth, and Families - Region 3

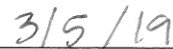
Local Government - Snohomish County

The signature below confirms the approval for the attached version of Snohomish County's Homeless Youth Demonstration Program's Coordinated Community Plan to prevent and end youth homelessness. We agree to continue our efforts to work collaboratively with our partners as outlined in the plan.



Mary Jane Brell Vujovic, Director

Snohomish County Human Services Department



Date